

The 1998 Hampton Strategic Plan

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In 1986, the City of Hampton conducted its first strategic planning effort. At that time, strategic planning was a new concept for most of the city staff, Council members and city residents. Strategic planning had been used successfully in many private sector organizations to target limited resources; but, few municipalities had undertaken such an effort. Undaunted by this fact, the Hampton City Council and City Manager challenged staff to develop a planning process that would focus the organization and community on the future. Three questions were posed:

- ◆ How is the City of Hampton likely to look in 5-10 years?
- ◆ What is good about that projection and what isn't so good?
- ◆ What can we do to create a better future for our City?

To answer these questions, Hampton staff conducted an 18-month study that started with research into private sector strategic planning techniques and ended with a plan that called for City staff/resources to be focused on six critical issues. More importantly, the plan included the City organization's first ever mission statement:

To bring together the resources of businesses, neighborhoods, community groups and government in order to establish Hampton as the most livable City in Virginia

Since that time, strategic planning has been used to shape the use of City resources. From annual budget development to department work planning and employee performance evaluation, the City's Strategic Plan is used as the foundation for decision-making.

Of course, a strategic plan is not a static document. Periodic reviews and updates are required to ensure that the plan addresses ever-changing community circumstances. To that end, an update to the 1986-1987 Plan was conducted in 1991-1992. At that time, a concerted effort was made to increase the amount and intensity of resident involvement in the plan development to ensure that it would be reflective of community desires. The increased resident participation significantly improved the quality of the Plan. As a result, Council and staff committed to con-



This Plan can truly be called a COMMUNITY plan thanks to the record numbers of residents, businesses, neighborhoods and non-profits that participated in its development.

duct intensive community plan updates at least every five years.

This document reflects the results of the 1997-1998 community planning efforts. It continues the traditions begun in prior years and adds new components in an attempt to improve the product yet again. Most notably, this Plan can truly be called a COMMUNITY Plan as opposed to a city government, or organization, plan thanks to the record number of residents, businesses, neighborhoods and non-profits that participated in its development. Most importantly, many of these participants have pledged to help implement the Plan by integrating it with the work of their agencies and organizations. This community-wide commitment to the Strategic Plan is something few cities in the country have been able to achieve. The resulting Strategic Plan, therefore, truly honors the intent of the mission statement adopted ten years ago we have successfully united the resources of businesses, neighborhoods, community groups and government into a community plan. Through this united effort, we should be able to ensure that Hampton is the community of choice for residents and businesses now and in the future.

INTRODUCTION

✧ *Beginning the Process*

Staff preparatory work for the 1997-1998 Strategic Plan began in early 1996 with the gathering of statistical information about the City. This process, known as an environmental scan, was essential for establishing a common framework around which the community planning effort would occur. Demographic, economic and social trends were identified and analyzed in an attempt to understand current community conditions and to compile a futuristic snapshot of Hampton. Regional data was also collected since Hampton's future is tied to the performance of the entire region. (Throughout this document, the term region denotes the entire Hampton Roads region which is made up of the 15 Peninsula and Southside cities and counties.)

✧ *Choosing the Issues*

Next, city staff used information compiled as part of the environmental scan to brainstorm a list of the major issues facing Hampton both today and in the future. Many issues were identified but a few stood out as make it or break it matters for the community. Staff presented its perspective on these make it or break it issues to the community through a series of public forums conducted in February and March, 1997. The presentations included a summary of the trends and statistics gathered in

the environmental scan process. Residents were asked to react to the five critical issues staff had drawn from that data:

Healthy Families
Healthy Neighborhoods
Healthy Business Climate
Healthy Region
Customer Delight

In particular, participants were asked whether these issues adequately addressed the most important issues facing Hampton, whether any major concerns were unaddressed, and what other issues should be included in the strategic planning process. While the five staff postulated issues were validated, many residents thought additional issues should be considered. Some issues, such as the environment, quality infrastructure and public safety, were easily worked into existing issues since these matters are essential to creating healthy neighborhoods as well as a healthy business climate and region. Others were clearly stand-alone topics.

To test the forum comments for community-wide acceptability, a scientific perception study was conducted in April, 1997. A random sample of Hampton households were contacted and asked to rate the importance of all the issues generated from the public forums and staff work. This survey confirmed the importance of the above referenced issues but also strongly supported two additional issues:

Healthy Race Relations
Strong Schools

As a result, the City Council adopted these seven critical issues as the basis for the 1997-1998 Strategic Plan.

✧ *Dealing with the Issues*

Once the critical issues were defined, the focus shifted to developing a community response to them. Of the seven issues, two were already being addressed by existing groups. The *Healthy Race Relations* issue had been assigned to a Council appointed Citizens Unity Commission and the *Strong Schools* issue had been delegated to the School superintendent and City Manager. The other five ~ *Healthy Families, Healthy Neighborhoods, Healthy Business Climate, Healthy Region and Customer Delight* ~ were turned over to community based focus groups. Participation in these focus groups was open to anyone in the community wishing to become involved.

Hampton households were contacted and asked to rate the importance of all the issues generated from public forums and staff work.





The work groups met throughout the summer and fall of 1997. Their tasks included reviewing relevant statistics, trends and studies about the critical issues; determining desired outcomes, improvements and indicators for measuring success; identifying opportunities and threats relevant to the critical issue; and, brainstorming possible strategies for responding to the outcomes posed by the critical issue. Each of the groups identified many possible approaches/strategies for responding to the critical issues. But, to make the plans truly strategic, the groups were asked to prioritize each strategy on the basis of the likely improvement in outcomes/indicators and to identify the top 3-5 approaches the community should undertake. The strategic plans developed for each critical issue are detailed later in this document.

✧ *Youth Involvement*

Youth felt the most important issues for Hampton's young people are a healthy business climate, healthy neighborhoods and transportation.

In addition to these work groups, a youth involvement process was structured to ensure that the youth perspective was represented in the strategic plan. To accomplish this, two youth meetings were held—one during the formative stages of plan development and the other after the adult work groups had completed their preliminary recommendations. Fifteen young people (selected from high schools and neighborhood leadership groups) studied the critical issues and offered their general guidance to the adult work groups. When specific recommendations emerged, the young people offered their reactions to the strategies presented. To ensure that this valuable input would be integrated into the work of the critical issue groups, two to three adults from each focus group attended each of these youth involvement sessions.

The youth felt that the most important issues for young people are a healthy business climate, healthy neighborhoods and transportation. Specific strategies of interest to the youth are:

- ◆ attract higher wage jobs
- ◆ develop the Urban Entertainment Center (make sure it is youth-friendly)
- ◆ build a Teen Center and Club (or use available commercial property)
- ◆ develop neighborhood/school partnerships
- ◆ improve transportation system to be more accessible and usable for youth.

The young people expressed appreciation for their inclusion in the planning process and stressed the need for continued involvement by youth as the Plan is implemented.

✧ *Bringing the Issues Together*

Once the individual work groups had finalized their work, it was important that the five strategic plans be considered as a collective work. Specifically, the connections, conflicts and gaps among the individual reports needed to be addressed. To achieve this comprehensive review, each group appointed 2-3 citizen/business participants to represent their work in a coordination process.

The coordination process involved two meetings. The first was devoted to briefings on the key recommendations for the five strategic plan issues (Families, Neighborhoods, Business Climate, Region and Customer Delight). Participants were asked to identify the most significant connections, conflicts or gaps between the five work products. The second meeting was dedicated to working through the issues identified. The Coordination Team was asked to identify recommendations for how these joint issues should be managed. Specifically, the team was asked to consider whether the issues warranted being classified as separate strategic issues in the Plan or whether the matters could be handled through policy guidance in the final Strategic Plan Document.

✧ *Overarching Themes & Policy Guidance for the Strategic Plan*

In each case, the Coordination Team suggested that the best approach for the overarching issues posed among the five individual plans was policy guidance in the final strategic plan document. The issues, the reasons for their identification and the recommendations/policy guidance developed by the Coordination Team are as follows:

Marketing Hampton

This issue was identified as a topic for the Coordination Team review because of a common concern that Hampton's assets are not fully recognized in the marketplace. Specifically, there were concerns that Hampton's neighborhoods and school system receive unwarranted negative criticism. To address the negative perceptions, the Coordination Team recommended that Hampton take a proactive role in the image definition of the City. To do this, the group recommended that the City:

- ◆ identify the BIG things it wants to be known for
- ◆ survey the community to determine whether residents believe Hampton is what it says it wants to be and, specifically, the areas where investments can be made to get closer to the desired status
- ◆ address the problem areas identified
- ◆ develop other avenues to get the positive message out do

A common concern is that Hampton's assets are not fully recognized in the marketplace.





There is a real need for increased public understanding of the critical issues facing the City and the Hampton Roads region.

not exclusively rely on others to define the city

- ◆ specifically target marketing efforts to the most influential external groups that are hampering our image (ex. real estate community, especially the 10% of agents who sell the most real estate in the region).

Community Participation in Strong Schools/Youth

This issue was identified as a topic for Coordination Team review because the Healthy Families and Healthy Neighborhood focus groups had overlapping strategies dealing with schools and youth. The essence of the Neighborhood group's proposal was to improve both the skill level of students and to improve the reputation of the school system. The Families group's proposal recommended creating a neighborhood, home, school partnership to focus on youth development. The focus of this proposal was to bring stakeholders in a neighborhood together to support the healthy development of the children in that neighborhood. The review of the two proposals resulted in the identification of issues shared by both proposals:

- ◆ the development of pro social skills in youth; e.g., working in teams, working with diverse populations, etc.
- ◆ the development of effective communication between the partners
- ◆ all stakeholders should be invited and encouraged to participate; programming should not be exclusionary
- ◆ all stakeholders/partners should equally accept responsibilities and be treated as equal partners
- ◆ implementation will be difficult and will require careful planning

In conclusion, the group recommended that the two proposals be seen as one proposal. They further recommended that the city/schools partnership be strengthened and that any future work include representation from the neighborhood, school, home, city and business sectors of the community.

Public Education & Civic Journalism

This issue was identified as a topic for the Coordination Team because several of the work groups had suggested the need for increased public understanding of the critical issues facing the City and the region. To achieve this heightened public awareness, the Coordination Team recommended:

- ◆ challenging the local newspapers and electronic media to practice civic journalism civic journalism is a philosophy
-

of journalism aimed at re-engaging citizens in public affairs and the life of the community . It is based on the idea that journalists can play a role in countering the public cynicism and civic disengagement through reporting that involves citizens in identifying the nature of community problems as well as solutions and it is a more proactive style of reporting that focuses on the issues of governance. This contrasts with traditional reporting styles which tend to focus only on specific events or actions by governing bodies after the fact. The regional media should attempt to practice civic journalism more often by providing background articles that focus on the social and economic issues facing our communities.

- ◆ creating a regional public awareness program to include forums sponsored by the Hampton Roads Mayors & Chairs; a more active regional civic association coalition; and, a regional version of Hampton s Neighborhood College
- ◆ enhancing Hampton city government s efforts to communicate about the strategic issues, to include presentations to local civic associations; adding a regional segment to the Neighborhood College; and, using the city government cable channel.

The Challenge of Being a Mature City

This issue surfaced from the Coordinating Team due to a recognition that Hampton is no longer a community with unlimited physical resources. As an almost fully developed city, Hampton will increasingly have to depend on redevelopment to shape its tax base. Philosophically, this shift to a mature city will require a different mind-set and new policies. Yet, there was a concern that decisions are still being made as if Hampton is a young, fast growing community rich in raw resources. The issues Hampton must address as a maturing city include: understanding the financial consequences of decisions; offering incentives for reinvestment; and, developing new policies for land-use and land acquisition. Recommendations for addressing these issues included:

- ◆ encourage the Hampton Redevelopment & Housing Authority to periodically review its governance structure and the appropriateness of using City Council members as the Authority Board whatever governance structure is used, Hampton will need a Housing Authority which has the time and inclination to proactively deal with the complexities surrounding redevelopment of our community
- ◆ enhance the condemnation powers of the Housing Authority and the Industrial Development Authority currently, the Housing Authority has only limited and the Industrial Del-

Hampton is no longer a community with unlimited physical resources

Hampton will increasingly have to depend on redevelopment to shape its tax base.





While the City government can provide leadership in Strategic Plan implementation, we must remember that implementation is the responsibility of many.

opment Authority has no condemnation powers; it is important that mature communities have the ability to acquire property to facilitate redevelopment, remove blight and to obtain strategic properties; such authority can only be granted by the General Assembly

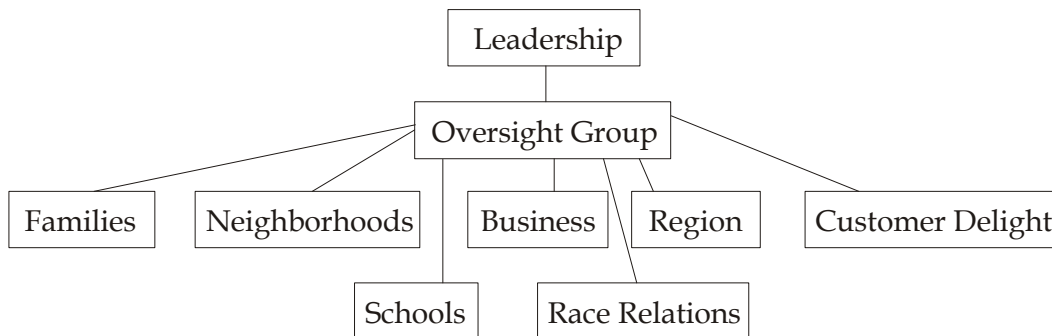
- ◆ develop attractive incentives to re-use already developed sites
- ◆ develop an economic analysis tool to evaluate the best land use from a revenue perspective
- ◆ lobby the General Assembly to allow urban jurisdictions greater power in dealing with blight abatement and offering incentives for redevelopment
- ◆ develop a policy for more aggressive acquisition of strategic properties
- ◆ raise the standards for new development
- ◆ implement an expanded approach to redevelopment that is strategically targeted and is results oriented.

Implementation and Accountability

This issue surfaced from the Coordination Team because of a common belief that a structure for ensuring successful implementation of the Strategic Plan needed to be developed. This structure assumes four caveats:

- ◆ Implementation must proceed at many levels.
- ◆ Implementation is not just or even primarily a city responsibility. Action must be taken by individuals, neighborhoods, non-profits, business and, in some cases, the entire community. While the City can provide leadership, implementation is the responsibility of many.
- ◆ Full implementation of the Strategic Plan must occur over time. But, the community must ensure that an implementation agenda is active at all times.
- ◆ It is understood that implementation will require substantial additional work and this work cannot be delegated to city staff alone.

With these acknowledgments, the Coordination Team recommended the following implementation structure:



- ◆ There should be strong leadership from the City government. The City Manager should be tasked with the ultimate accountability of Plan implementation. The Manager, and his key staff, should actively work to keep the Plan and the implementation of the Plan in front of the community at all times. In particular, the Manager should ensure that the City organization is accountable for timely implementation of its components of the Plan.
- ◆ The City Manager should seek a highly visible resident or business person to co-chair the implementation process with him. This non-city leadership can be critical in ensuring that the Strategic Plan is viewed as a community, not just city organization, plan.
- ◆ An oversight group made up of citizen/business representatives should be created to review the progress on Plan implementation. More importantly, this group should look at all the recommendations in the Strategic Plan and prioritize across all the strategic issues (ex. which are going to make the biggest impact and which need to occur before others can be implemented).
- ◆ The oversight group should include representatives from each of the strategic issue focus groups as well as others new to the process.
- ◆ Each of the strategic issues should also have clusters of staff/community partners assigned to work on individual plan implementation.
- ◆ The oversight group and city organization need to collectively identify those key resources/partners in the community that

An oversight group made up of citizen/business representatives should be created to review the progress on Plan implementation.





are critical to the Plan's success (i.e. where do we focus our efforts and who are the community players we must have on board).

- ◆ There needs to be a concerted effort in the organization and the community to provide training and implementation resources. There also needs to be a culture shift in the organization and within the community that embraces the recommendations and the partnerships necessary to implement these recommendations.
- ◆ The structure will only be successful if there is regular, scheduled communication between the clusters, the oversight group and leadership. Annual goals and indicators should be adopted for each strategic issue and a public accounting of progress should be made to the community at least once a year.

While the development of the 1997-1998 Strategic Plan is nearly complete, it is important to acknowledge the on-going work of the Citizens Unity Commission and City/School leadership to develop a strategic direction for creating healthy race relations and strong schools.

✧ *Next Steps*

While the development of the 1997-1998 Strategic Plan is nearly complete, it is important to acknowledge the on-going work of the Citizens Unity Commission and the City/School leadership to develop a strategic direction/action plan for creating **healthy race relations** and **strong schools** in the community. These critical issues were extremely important to the community and the City Council when convening the 1997-1998 strategic planning process; and, their absence from this initial plan document in no way reflects a diminished importance of those issues now. However, the processes being used for their development are very different and much more time-consuming than that used for the five critical issues reflected in this document. The race relations and school issues are continuing to be addressed and will eventually be added to the official Strategic Plan document once a conclusion has been reached. The citizen and business participants who are working on these issues are listed in the back of this document as a reference point.

As for the issues that are completed and represented here, the work of the citizen groups has set a strategic direction for our community. The City Council, and other community organizations, will be asked to endorse the Plan as the guiding document for the future of our City. Such an endorsement does not have to mean that these organizations accept every recommendation as a given. This plan sets out a long-term vision for our community and is intended to serve the community for 3-5 years, at a minimum. Because it is a long range document, the plan must have a certain degree of fluidity. Each individual recommendation will need to be evaluated at the appropriate time based on community conditions and needs at that time. That said, the real value of the plan is that it sets out the vision and outcomes our residents want us to achieve. Those

statements are the constants of the Plan and the guiding principles under which all recommendations will be evaluated.

The adoption of the Strategic Plan by the City Council and other community organizations does not signal an end to the work that was started nearly 18 months ago. Instead, it signals a beginning. The Plan establishes a clear vision and direction around which the community can unite. But, the real work is in the implementation of the recommendations and strategies contained within the pages of this report. The community's ability to successfully address the critical issues which follow will determine our success in realizing our City's mission of being the most livable city in Virginia.

The adoption of the Strategic Plan does not signal an end to the work that was started nearly 18 months ago instead, it signals a beginning.





HEALTHY FAMILIES

A. Vision Statement

Hampton families will be healthy, self-supporting families who raise their children to be productive, contributing citizens.

B. Outcomes and Indicators

Children raised in homes with abuse, violence, poverty and ineffective parenting face a greater chance of negative outcomes.

OUTCOME	Indicators	Data Collected
STABLE FAMILIES	<ul style="list-style-type: none"> Decrease in child abuse Decrease in domestic violence Stability in family income Reduction in births to unwed teens 	<ul style="list-style-type: none"> Child abuse complaints per 1000 population Domestic violence reports; juveniles present, as victims & as suspects Families with children living in poverty Teen pregnancy rate per 1000 girls, ages 15 to 19
HEALTHY BIRTHS	<ul style="list-style-type: none"> Decrease in low birth weight babies 	<ul style="list-style-type: none"> Rate of babies born under 2500 grams
HEALTHY CHILDREN	<ul style="list-style-type: none"> Increase in immunization rate Increase in scores on physical fitness tests 	<ul style="list-style-type: none"> Immunization rate for 2 year olds % middle school students passing all 4 components of state fitness exam
CHILDREN READY FOR SCHOOL	<ul style="list-style-type: none"> Increase in % children prepared to successfully participate 	<ul style="list-style-type: none"> Kindergarten readiness assessment
CHILDREN SUCCEEDING IN SCHOOL;	<ul style="list-style-type: none"> Increase in students involved in a career path 6 months after graduation 	<ul style="list-style-type: none"> School survey of graduates
YOUNG PEOPLE ENGAGING IN SAFE & PRODUCTIVE BEHAVIOR	<ul style="list-style-type: none"> Increase in # developmental assets per youth Reduction in part 1 juvenile crime 	<ul style="list-style-type: none"> Developmental assets survey of youth # part 1 crimes by youth; drug possession & sale cases

C. Summary of Current Conditions/Environmental Scan Summary

Findings

Stable Families

- Children raised in homes with abuse, violence, poverty, and ineffective parenting face a greater chance of negative outcomes.
- Hampton's investment in prevention and early intervention may be paying off with lower rates of child abuse than the rest of the state.
- Reports of domestic violence continue to increase as does the need for shelter for family victims. Hampton is now tracking the number of children who witness family violence.
- Hampton has a greater percentage of families with children living in poverty than the region and the state. The incidence of children qualifying for free and reduced lunch has increased dramatically in the past 10 years.
- Teen pregnancy rates have dropped over the past six years with Hampton's rates being similar to the region, but higher than the state.
- There is an increasing number of seriously emotionally disturbed local children needing expensive out of home placements.

Health of Children

- Children's health is not only an indicator of their potential growth and development, it is an indication of parental involvement in child rearing.
- The incidence of low birth weight babies in Hampton has remained stable, but is higher than the region and state.
- Indications point to a high immunization rate in Hampton, most likely due to the City's emphasis on prevention and healthy children.
- Hampton middle school students have finally, after six years, reached the state average in physical fitness scores.

School Readiness and Success

- School readiness and success is often a function of good parenting in the early years and parental involvement in education during the school years. School success may be a good predictor of positive outcomes for the individual and community.
- Measurements which actually reflect the intent of the outcome are difficult to obtain and will be developed in partnership with Hampton City Schools.
- Anecdotal information from school officials indicates that one in four children are not ready to be successful when they enter school.

Youth Development

- When young people have the necessary support and opportunities,

School readiness and success is often a function of good parenting in the early years and parental involvement in education during the school years.





they are far less likely to engage in high risk behavior, therefore the number of these assets is a good predictor of positive, productive behavior. The focus is on increasing these assets in all youth.

- Hampton will have the results of the developmental asset survey by 1/98.
- Juveniles commit a disproportionate number of the serious crimes locally; however, the amount of crimes such as drug sales in Hampton are half of what they are in the region.

Strengths/Weaknesses of Hampton as a City for Families

When young people have the necessary support and opportunities, they are far less likely to engage in high risk behavior.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Numerous programs and support services - well run, preventive, widely available 	<ul style="list-style-type: none"> • Many citizens identify schools as not competitive - Realtors steer families away from the city & some families move out
<ul style="list-style-type: none"> • Identification of families as strategic issue - top down support for focus on families from city leadership 	<ul style="list-style-type: none"> • Continued problem with availability of jobs and a match with skills of the workforce
<ul style="list-style-type: none"> • Community assets - location, jobs, low crime 	<ul style="list-style-type: none"> • Below average earnings for Hampton families

Opportunities/Threats for Hampton as a City for Families

Opportunities	Threats
<ul style="list-style-type: none"> • Focus on families is connected to healthy neighborhoods, healthy business climate, healthy region, strong schools and race relations through strategic planning 	<ul style="list-style-type: none"> • Decreasing revenues from state and federal sources may mean fewer resources available for families - leads to cycle of higher taxes, more need for services, less economically competitive city, less revenue, etc.
<ul style="list-style-type: none"> • Opportunity to expand resources through the many families and institutions which have indicated a willingness to be involved and contribute 	<ul style="list-style-type: none"> • Economic downturns could severely affect local government's ability to support families, as well as affect families ability to support each other

Issues

The following issues were identified by the stakeholder group as necessary to create an environment for healthy families.

1. **Focus on All Families.** It is important to use an inclusive definition of family and to focus our efforts on all families.
2. **Prevention.** Our strategic focus should be on prevention and supporting parents as early as possible in their childrearing responsibility. It is also necessary to protect this early investment by supporting healthy development throughout the school-age years.
3. **Community Responsibility.** It is imperative that the entire community - home, school, neighborhood, and all of the supporting institutions and organizations - assume responsibility for creating the necessary conditions that ensure the healthy development of our youth.
4. **Parenting.** Good parenting is a community asset and a necessary condition for healthy, self-supporting families.
5. **Strategies for Families.** Strategies for families should be affordable, include child care and transportation, and promote parental involvement.
6. **Keys to Success.** We will be more successful if we focus on marketing of services, incentives for participation, acceptance of diversity, and involving families in decision-making.
7. **Comprehensive & Inter-generational Approaches.** Comprehensive approaches and inter-generational partnerships are important.
8. **Opportunities for Children to Succeed.** Our focus is on repeated provision of opportunities for children to succeed and develop self-confidence, and to be prepared for the next phase of their life.
9. **Intervention.** Although our strategic emphasis is on prevention, we must continue to address the needs for intervention in the community.

Our strategic focus should be on prevention and supporting parents .

D. Major Strategies for Families

Strategy 1: Healthy Families Partnership

The mission of the **Healthy Families Partnership** is ensuring that all Hampton **children are born healthy and enter school ready to learn.** The proposed strategy will expand the Healthy Families Partnership to scale (to scale means to increase services to the point where all Hampton families needing the services are able to access programs) and pilot a system conversion project within the context of the City reorganization.

Components

1-1. Healthy Start. Healthy Start is an early intervention program that provides individualized, comprehensive home-based services to at-risk mothers from prenatal period until the child enters kindergarten.





*The mission of the
Healthy Families
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that all Hampton
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ready to learn.*

The program will expand to serve 1200 families per year.

1-2. Parent Education. Parent education is a primary prevention program which offers group-based education programs at work site and community settings for families with children. The program will be expanded to be available for all families, including a focus on increasing involvement of fathers.

1-3. Young Families Centers. Young Family Centers are located in each branch of the Public Library containing collections of resource materials on child development and related parenting subjects. These collections will be increased, and the library will become a coordination resource for information for all related strategies for Healthy Families.

1-4. Healthy Teen. Healthy Teen is a pregnancy prevention education program for youth ages 11 - 16 in schools and community centers. The intention is to provide it to all 8000 youth.

1-5. Healthy Stages. Healthy Stages is a 28 issue newsletter that helps parents understand child development from the second trimester of pregnancy through the age of 18.

1-6. Regional Strategy. Healthy Families Partnership intends to engage Newport News in the development of a regional strategy.

Resources Required

Healthy Start -

current budget: \$831,715	going to scale: \$1,528,204
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All other services -

current budget: \$618,262	going to scale: \$813,061
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Role of Community Partners in Implementation

- There are many potential funding sources for taking these valuable programs to scale. The City will encourage the financial support of these programs by the State, non-profits, the faith community and individuals.
- The medical community will need to be involved with the assessment and referral of appropriate families for Healthy Start. Hampton Pre-school Initiative will be a partner in ensuring that young children have the opportunity for preschool.
- Increasing parenting programs increases the need for restaurants to provide family meals, volunteers to assist with child care, and businesses to offer work-site programs.
- Expanding the Young Families Centers in the public library will increase opportunities for contributions from the business and civic community.
- Youth serving organizations and schools will be partners in Healthy Teen.
- Schools and businesses can assist with dissemination of Healthy Stages.
- Youth participate as willing partners in identifying issues and assets, planning and implementing strategies in increasing responsibility with age.

Expected Return on Investment

- Healthy Start expects to reduce risk factors in pregnancy; increase immunization rates of two-year olds; decrease incidence of child abuse and neglect for participants; and decrease repeat pregnancies among teen parent participants.
- Parent Education, Young Families Centers and Healthy stages will result in parents who have more realistic expectations of their children, an increased knowledge of child development, improved parent-child interactions and children ready for school.
- Healthy Teen will result in a reduction in the teen pregnancy rate.

Implementation Schedule

Strategy 2: Child Check

Action	Time Frame	Measures of Success
<ul style="list-style-type: none"> • Each component of the initiative will be gradually increased for the next five years with the expectation of being at scale in 2003. 		

Expanding Child Check will create a coordinated screening and referral program for all families to ensure a child's readiness for school.

Currently **Child Check identifies pre-school aged children who may be in need of special education services.** This strategy will expand that program to create a coordinated screening and referral program for all families to ensure a child's readiness for school.

Components

2-1. Continue with existing investments. Program would continue current features mandated by Public Law 94-142., which screen for potential need for special education services, including vision, hearing, speech and language, motor skill and learning skills.

2-2. Expand program to all children under 6 years. Program would be expanded to be available to all Hampton children in the 0 to 6 age group by increasing the number of Child Checks held annually to include weekends; increasing the number of mini child check satellite clinics; and, increasing the use of the mobile child checker.

2-3. Increase the scope of screenings. Additions would be made to the scope of the screening while still keeping a family friendly, quick and convenient approach. Additions include:

- information and resources to promote family health;
- referral to other services if specific needs are identified;
- information and referral for parenting; and,
- exit conferences with each family after screenings.





Child Check is a collaborative effort of various agencies that donate services as the program expands to non-traditional hours, there will be a need to fund hourly and contracted workers.

2-4. Explore additional measures for school readiness. Additional measurements which indicate school readiness will be explored if they do not add to the complexity and non-threatening nature of the screening.

2-5. Bring Child Check referrals/resources under one umbrella. The Child Check program will be coordinated among the school division, Healthy Families Partnership, and other community agencies to bring similar screening and referral services under one umbrella.

Resources Required

- Child Check is currently a collaborative effort of various agencies that donate services. The cost of these services needs to be identified. As program expands to non-traditional hours, there will be a need to fund hourly and contracted workers.
- There is a need for a coordinator to bring partners together and bring the initiative to fruition. Estimated cost - \$25,000 part time annual salary, plus reimbursable expenses.

Role of Community Partners

Currently Child Check is a collaborative effort of various agencies including:

- Local Infant Program co-sponsors, screens children under 2 years;
- Hampton City Schools provides School Social Services, Psychological services, Special Education services, classroom teachers, speech therapists, occupational therapists, and physical therapists; and,
- Other supporting agencies - First Presbyterian Church, Sarah Bonwell Hudgins, Hampton Court Services, Hampton Health Department, Parent-Teachers Association, Special Education Advisory Committee, Pediatricians, Virginia Council on Domestic Violence, and Hampton Social Services.

Proposed partners in the expanded Child Check include:

- Healthy Families Partnership to assist in coordinating efforts of referral programs such as parent education classes, enhancing parent-child interaction and meeting family needs;
- Hampton Public Library to allow expansion of resource center for parents as provided through HFP and the schools (geared toward special education, learning disabilities, medications, rights of child and parent);
- Expanded Preschool Initiative for referral to early childhood settings;
- Local businesses, neighborhood groups, community centers,

churches, colleges and universities for sites, support, and resources.

Expected Return on Investment

- Opportunity for all Hampton children 0 to 6 years old to enter school ready to learn
- Provides foundation for children succeeding in school

Implementation Schedule

Action	Time Frame	Measures of Success
Convene appropriate groups, increase partners, develop short-term & intermediate expansion plans, explore new school readiness measures, increase marketing, create materials, train volunteers	short-term	design quality standards and measure progress via a yearly evaluation
Program increased to serve every Hampton child age 2 to 5	intermediate	
Evaluate impact	long-term	increase in school readiness measures

All early childhood settings which provide education must deliver high quality, consistent learning experiences.

Strategy 3: Coordinated Preschool Initiative

In order for all **children to be ready to participate successfully in school**, all early childhood settings which provide education must deliver high quality, consistent learning experiences. The **Coordinated Preschool Initiative** will create an early childhood provider alliance that promotes school readiness for all 3 and 4 year olds and helps the community embrace a common understanding of the essential components of an early childhood program.

Components

3-1. Broaden scope of committee. The present Hampton Preschool Initiative committee should be broadened to include major day care/preschool providers who contend to have an educational, learning, or child development focus.

3-2. Set local standards for the educational component and staffing of Hampton preschool and day care programs.





There is a need to assist parents in finding the early childhood settings most suited to their family's needs.

3-3. Develop a membership organization with criteria/benefits for active participation.

- Criteria will include meeting (or working toward meeting) the local standards for the educational component of a program.
- Benefits will include access to resources to assist in compliance with local standards, and the ability to advertise compliance with standards.

3-4. Create a "resource pool" which provides funding, mentoring, and training to assist membership organizations in standards compliance.

3-5. Explore tax and other incentives for companies in compliance with local standards.

3-6. Develop linkages with the expanded Child Check program so that parents can be assisted in finding the early childhood setting most suited to their family's needs. Develop linkages with the expanded Healthy Families Partnership to ensure that parents can fulfill their role in preparing their child for school.

Resources Required

- Time needs to be created to convene the appropriate groups, lead in the development of standards, set discussion and follow-up of committee work, and organize and facilitate development of the membership organization.
 - This time could be created within the current structure by adding two positions - one professional and one support staff - and the necessary support costs.
 - The resource pool would consist of a fund which would award mini-grants to organizations working on standards. It would also include (paid or volunteer) mentors who would consult with the organizations on their plan for educational program improvement. Training conducted by city and school division staff could be offered through this resource pool.
 - Costs and financing
 - 1) Staff, program, and support costs begin year 1 - \$150,000.00
Costs for Funding Pool begin year 2 - \$50,000.00
 - 2) The total \$200,000 would be required up front. The funding pool strategy would be an innovative addition to the state Pre-school Initiative and therefore may qualify to be funded as a pilot model. Within three years of the time the entire Healthy Families initiative is fully operational, we could expect to see a reduction in the need for intervention services at the early elementary level. These resources could then be diverted to the operational costs of this initiative.
-

Role of Community Partners

- The expanded Hampton Preschool Initiative Committee would be comprised of representatives from the school division, city government, profit and non-profit early childhood programs, and parents. The role of the committee is to set policy for the Initiative and to ensure coordination of all components.
- Initial leadership of this strategy would come from Hampton City Schools. Staff support would be provided by Hampton City Schools. Existing resources committed to the initiative would need to continue as allocated. Current levels of staffing would need to be expanded.
- Other partners include contributing businesses, community organizations and agencies, neighborhood groups, and local higher education.

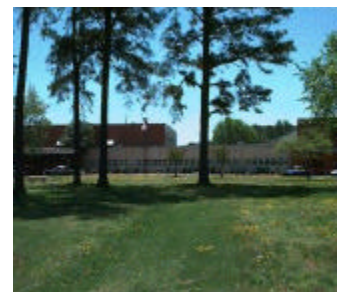
Expected Return on Investment

- All children come to school ready to function and learn successfully.
- The community embraces a common understanding of the essential components of an early childhood program which help foster school readiness in children.
- Children succeed in school - benefits to be seen up until grade 3.

Implementation Schedule

Action	Time Frame	Measures of Success
Convene the appropriate groups, begin development of standards, begin development of the membership organization with criteria and benefits, expand Initiating Committee, conduct outreach with early childhood providers, develop linkages, create resource pool	short-term	develop intermediate indicators
Begin coordinating initiative - convene expanded committee, begin to work with providers on compliance, strengthen/act on linkages	intermediate	increase in school readiness measures
Project operational, evaluate impact	long-term	increase in school success measures

One expected return on investment is the development of a community which embraces a common understanding of the essential components of an early childhood program.





Strategy 4: Neighborhood Partnerships for Youth Success

This strategy is based on the understanding that the **success** of our community's youth **in school** and other facets of their lives is based upon a partnership among the home, the school, and the neighborhood. The **Partnerships for Youth Success** must be ongoing, strong, and committed to taking responsibility for achievement by all youth. The strategy will develop neighborhood-based activities to ensure the success of school-aged youth.

Components

Since this strategy is neighborhood and school-based, it will vary by sector of the city, based on the issues of the families and the assets present in the neighborhood and school.

The success of our community's youth in school and other facets of their lives is based upon a partnership among the home, the school and the neighborhood.

4-1. Develop home/school/neighborhood partnerships

- Partnerships will be made up of different groups and take different forms and directions in each neighborhood. Families will be the nucleus of the neighborhood partnerships.
- A partner can be anyone in the neighborhood, or outside the neighborhood, who has a significant role to play in helping neighborhood youth become successful.
- Examples of potential partners include neighborhood parents, youth, other caring adults, non-profit agencies, neighborhood businesses, churches, school staff (principals, teachers, administrators), and city government staff (Neighborhood Office, Coalition for Youth, Manager's Office, etc.).

4-2. Develop strategies for youth success

- Key school and resource people would convene a meeting of parents who pledge to ensure the success of neighborhood children.
 - The group will invite all stakeholders to join and support their work so that all neighborhood children are supported.
 - Parents will identify key issues for the success of neighborhood youth by reviewing data that describes local youth/neighborhood/school issues and assets, learning about potential resources to neighborhoods/schools/families, and setting a goal for their children's success.
 - Partnership groups will develop strategies to meet the vision of success, focusing on the healthy development of all youth.
-

4-3. Implementation and support of strategies

- As strategies are developed, neighborhood groups will identify community partners and resources to assist in implementation.

Resources Required

- Leadership is needed both from the school division and city government. The initiative must be run as a partnership with strong vision. Staff support can be provided through the city, school, and other resource partners, similar to the structure of the current neighborhood initiative.
- Data will be needed by neighborhood groups including demographics, test scores, developmental assets, neighborhood assets, etc.
- There will be a great need for development of capacity to conduct the initiative, and communication strategies to ensure its success.
- Resources for implementation from a wide variety of sources will be needed for each neighborhood's identified strategies.

1) Potential use of existing resources:

- a) Existing resources currently directed to strategies related to this initiative should be maintained. Examples include neighborhood-based planning, staffing, and capacity building; schools as resource centers for neighborhood families; developmental assets campaign; parenting training and support; youth leadership development.
- b) Neighborhood Matching Grants program and the new Youth Commission allocation process will be two potential resources for funding for identified strategies.

2) New funds needed:

- a) Year 1 estimated new funds - \$200,000
- b) Year 2 estimated new funds - \$300,000

Role of Community Partners

- School division, as part of its planning process, encourages each school to develop a unique, flexible process within its neighborhoods. School staff participate in planning and implementing strategies. Schools become resource centers for neighborhood families.
- City government participates in identifying issues and assets, planning and supporting strategies.
- Parents and other neighborhood stakeholders (listed above) participate as willing partners in identifying issues and assets, planning and implementing strategies.

The Partnership for Youth Success will develop neighborhood-based activities to ensure the success of school aged youth.





Youth participation in identifying issues and assets as well as planning & implementing strategies is essential to program success.

Expected Return on Investment

- Increase in the number of young people succeeding in school.
- Increase in the number of youth engaged in safe and productive behavior.
- Increase in number of developmental assets per youth.

Implementation Schedule

Action	Time Frame	Measures of Success
create a pilot neighborhood-school partnership initiative in 1 geographic area of the city, begin with existing partnerships	short-term	develop intermediate indicators
evaluate initial success and develop implementation schedule based on results	short-term	
expand to other areas with preference to elementary, then middle and high schools	intermediate	
ensure all schools have working partnerships with single neighborhoods or groups of neighborhoods	intermediate	increases in school success measures and # developmental assets for youth
sustain partnerships and support implemented strategies	long-term	changes in indicators

OTHER STRATEGIES OF INTEREST (in priority order)

Strategy 5: Coordinate City-wide Response to Family Needs

Components

5-1. Ensure that the City has adequate services to address basic needs of families such as shelter, food, and response to domestic violence.

5-2. Continue to ensure support for non-profits providing these intervention services as they take on additional responsibilities created by city government's strategic focus on prevention.

Strategy 6: Preparation for Workplace

Components

6-1. Increase strategies to develop skills in young people to enter the workforce, especially in conjunction with needs identified by the local business community.

6-2. Support community and school-based efforts to ensure successful transition from school into work.

Strategy 7: First Response Intervention Program

Components

7-1. Develop methods for identification and referral of young people as soon as possible before they enter the juvenile justice system.

7-2. Focus on positive and proactive referral services for youth and their families.

Strategy 8: Capacity Building

Components

8-1. Train community professionals (EMTs, school personnel, etc.) in identification of abuse.

8-2. Ensure capacity in neighborhoods, schools, community groups, etc. to participate successfully in all Healthy Families initiatives.

Strategy 9: Character Building/Service Learning

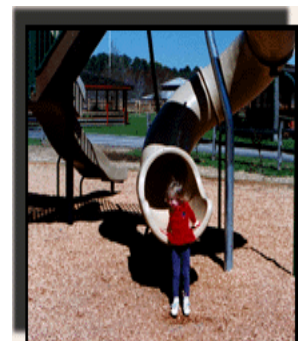
Components

9-1. Explore implementing a service learning requirement for high school students.

9-2. Develop more methods for rewarding college students for community involvement.

9-3. Include character-building in student curriculum

Non-profits play a key role in ensuring Hampton is a City with healthy, self-sufficient families.





HEALTHY NEIGHBORHOODS

A. Vision Statement

Hampton Neighborhoods will be the neighborhoods of choice in the region.

B. Outcomes and Indicators

Hampton is ranked the 2nd safest city in Virginia with a population over 100,000.

OUTCOME	Indicator	Data Collected	Geographic
SAFETY	• Crime rate stable or decreases	• # part 1 crimes, reported at location committed	• city, district, registered healthy neighborhood
	• Perception of safety stable or increases	• % people who feel safe in their neighborhood	• city, district, registered healthy neighborhood
STABILITY	• Housing values increase compared to region	• Sales data	• city, district, registered healthy neighborhood
	• Home ownership increases compared to region	• Census data on home ownership	• city, district, registered healthy neighborhood
	• Family income increases compared to region	• Census data on median income	• city, district, registered healthy neighborhood
	• Property deterioration decreases	• Minor, major & substandard housing deterioration	• city, district, registered healthy neighborhood
ASSETS	• Core assets increase	• TBD	• Registered healthy neighborhood
	• Customized assets increase	• TBD	• Registered healthy neighborhood

C. Summary of Current Conditions/Environmental Scan Summary

Findings

Safety

- Hampton's crime rate is 27.66% below the national average.
- Hampton is ranked the second safest city in Virginia with a population over 100,000.
- Safety is the second highest rated asset for neighborhoods (1997 Neighborhood Forums).ⁱ
- In 1996, 92% of respondents to the annual citizens survey reported that they feel safe in their own neighborhood (improving from 87.7% in 1995 and 82.7% in 1994)
- Staff working in some of the older affordable neighborhoods in areas 8 & 9 report that there is concern about safety (or lack thereof) in these neighborhoods.

Stability

- Hampton housing is generally in good condition with less than 1% major deterioration rate in 1993.
- Hampton's older affordable single family housing stock is converting gradually from owner occupied to rental housing (reported by neighborhood leaders).
- Areas 8 & 9 have a combination of stability risk factors which require aggressive intervention.
- Housing conditions in Area 3 declined in the three years between 1993 and 1996.

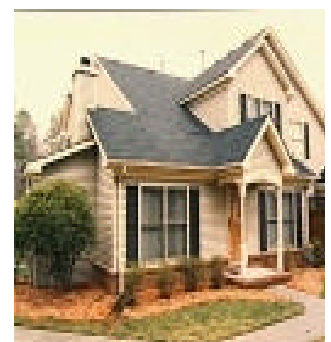
Structure/Resources of City Government

- The existing structure of city government does not serve the uniqueness of neighborhoods or the scope of their problems (1994 HNI report to City Council).ⁱⁱ
- Neighborhoods want problems with city services resolved before they are willing to take seriously the concept of partnership (lessons learned from HNI).ⁱⁱⁱ
- There is perception that city services to neighborhoods are not equitably distributed (Unity Commission study).
- Neighborhood drainage and street improvements are an issue in terms of property values and a perception of inequity; we lack policy and resources to address the issue (lessons learned from HNI).
- Good infrastructure tied as the fifth highest rated asset in neighborhoods (1997 Neighborhood Forums).

Community Capacity

- Neighborhood development is a people intensive process and building the capacity (skills, resources, time and desire) of the neighbor-

Neighborhood development is a people intensive process and building the capacity of neighborhood partners is a major challenge.





Neighborhood assets contribute to safety, stability and other physical, social and civic needs in the city.

hood partners (both depth and breadth of skills) is a major challenge; there is a gap between the capacity that is needed and the capacity that exists to get things done to benefit neighborhoods in Hampton (lesson learned from the HNI).

- Because City government doesn't have the resources needed for healthy neighborhood development partnerships are needed with other resources in the community (1994 HNI report to City Council).
- Literature review in neighborhood development emphasizes the need to involve the corporate sector, engage all neighborhoods, build local institutions and do community-wide capacity building (1997 Environmental Scan). ^{iv}

Assets

- Neighborhood assets contribute to safety, stability and other physical, social and civic needs in neighborhoods: developmental assets for youth reduce juvenile crime; people knowing each other has a positive impact on safety; civic involvement in neighborhoods results in better outcomes in public policy and resource allocation (1996 Asset Index research). ^v
- We lack a strategy to identify and enhance existing assets and create new assets.
- Community facilities are rated the most important asset in neighborhoods (1997 Neighborhood Forums).
- The reputation/performance of the neighborhood's schools tied as the fifth rated asset (1997 Neighborhood Forums).
- People knowing each other was the third rated asset for neighborhoods (1997 Neighborhood Forums)
- Civic involvement was rated an important asset in neighborhoods (1997 Neighborhood Forums).

Image

- The image of Hampton impacts our ability to market real estate, attract new investment and retain existing value in neighborhoods; Hampton suffers from an undeserved poor public image (Neighborhood Stakeholder group input).
- Realtors and the military community are reported to have steered new home buyers with children away from Hampton (Neighborhood Stakeholder group input).
- It is believed that the perception of Hampton's schools impacts families' decisions about moving to Hampton and potential resale value (Neighborhood Stakeholder group input).

Impact of Economic Development on Neighborhoods

- There is a perception that the impact on neighborhoods is not a consideration in economic development initiatives (Neighborhood Stakeholder group input).
- Neighborhoods are unaware of the economic development plans of the City (Neighborhood Stakeholder group input).

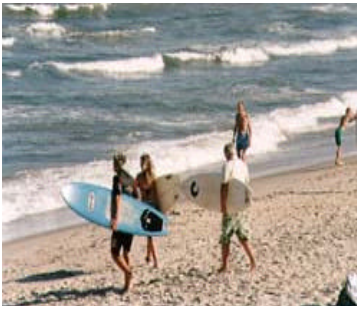
- Neighborhoods are unaware of the economic development plans of the City (Neighborhood Stakeholder group input).
- Neighborhood representatives report that there is no process for proactive neighborhood input into economic development decisions (Neighborhood Stakeholder group input).

Strengths/Weaknesses of Hampton Neighborhoods

Strengths	Weaknesses
<ul style="list-style-type: none"> • Safe, stable, attractive, well-established 	<ul style="list-style-type: none"> • Poor image; negative perceptions about safety, schools and equity of neighborhood service delivery
<ul style="list-style-type: none"> • Good housing value 	<ul style="list-style-type: none"> • Lack of high-end, new mid-range housing and neighborhood based youth facilities
<ul style="list-style-type: none"> • Good citizens, spirit of cooperation 	<ul style="list-style-type: none"> • Blighted properties, low quality commercial, substandard infrastructure in some older neighborhoods
<ul style="list-style-type: none"> • Located in a city with good amenities (waterfront, central location, downtown attractions, moderate weather) 	<ul style="list-style-type: none"> • Located in a city with limited funds, cultural and night-life amenities and high property tax rate
	<ul style="list-style-type: none"> • Inadequate participation, information and capacity in neighborhoods
	<ul style="list-style-type: none"> • Poor accessibility for people without cars

Hampton suffers from an undeserved poor public image according to Neighborhood stakeholder group input.





The quality of the school system has a major impact on the ability of neighborhoods to compete within the region.

Opportunities & Threats for Hampton's Neighborhoods

Opportunities	Threats
<ul style="list-style-type: none"> Schools are better than people think 	<ul style="list-style-type: none"> Low per capita income
<ul style="list-style-type: none"> Location/access 	<ul style="list-style-type: none"> Failure to capitalize on cultural diversity as an asset
<ul style="list-style-type: none"> Value of housing 	<ul style="list-style-type: none"> Poor image in the media and with realtors
<ul style="list-style-type: none"> Diversity is an asset 	<ul style="list-style-type: none"> Low property values attract neighborhood unfriendly uses and are a financial disincentive for high-level maintenance and reinvestment
<ul style="list-style-type: none"> Located in a city with: employment opportunities; increasing cooperation among citizens, government & business community; a national reputation as progressive innovator in neighborhoods, local government, family and youth support 	<ul style="list-style-type: none"> Graying of neighborhoods

Issues

Based on the information from the environmental scan and the input of the stakeholder group for the Healthy Neighborhoods Strategic Plan, the following issues must be addressed in order to have the neighborhoods of choice in the region.

1. **Quality of Schools.** The quality of the school system has a major impact on the ability of Hampton neighborhoods to compete in the region. This issue impacts not only families with children but the value and competitiveness of our residential real estate.
2. **Stability.** Hampton has many aging neighborhoods which need aggressive action to keep them competitive with other neighborhoods in the region. Hampton needs to reverse property deterioration and increase new investment particularly in our older neighborhoods.
3. **Image of Hampton.** The image of Hampton is another issue which is not unique to neighborhoods, but impacts on the perception of our neighborhoods. Although Hampton is a very good community

in which to live and raise children, we do not have that image or reputation. If potential residents don't consider Hampton as a community of choice, then Hampton neighborhoods not only fail to be the neighborhoods of choice in the region, they aren't considered at all.

4. **Safety.** Hampton is performing well in the area of safety and safety is an asset valued by people who live here. Hampton needs to capitalize on this asset and extend it to all neighborhoods in Hampton.
5. **Assets.** Neighborhoods need a wealth of assets (community facilities, a good image, good schools, strong civic involvement) to meet their physical, social and civic needs and be neighborhoods of choice in the region. We need to identify/enhance existing assets and create new assets in neighborhoods.
6. **Community Capacity.** The Hampton community needs to maximize the capacity (skills, resources, time and desire) within neighborhoods and the community to get things done to benefit neighborhoods and to build community wide partnerships and a sense of us all being in this together.
7. **Structure/Resources of City Government.** City government needs to set the standard for a neighborhood orientation in Hampton. Accordingly, Hampton needs to structure its city government to meet the unique and comprehensive needs of neighborhoods.

Hampton is a very good community in which to live and raise children we need to ensure that Hampton has that reputation & image.

D. Major Strategies for Neighborhoods

Strategy 1: Neighborhood-School Partnership for Quality Schools

The stakeholder group for neighborhoods considered investing in the quality of schools to be the strategy which would have the greatest impact on having neighborhoods of choice in the region. Some of the work for this strategy will be addressed during the school strategic planning process. However, there was strong opinion that it will take the entire community to achieve quality schools and that neighborhoods have a significant contribution to make. This contribution has been captured in the strategy of neighborhood-school partnership for quality of schools.

Components

1-1. Neighborhoods adopt schools. The principal component of a neighborhood-school partnership is that neighborhoods adopt schools. What this means and how it is done may vary by school based on the issues and assets of the school and the neighborhood. All of the adoptions are expected to have the two components which follow.

1-2. Neighborhoods and schools develop a shared definition of





quality school and the neighborhood's role in maintaining those standards.

- Neighborhoods provide input for their area school to establish vision.
- Determine how far the school is from a vision.
- Identify respective school/community roles to get there.
- Develop a system of accountability to maintain and improve standards (including parent and general community input into administrators and superintendent's evaluations).

1-3. Neighborhoods and schools are open to new ways of achieving community involvement.

- Cooperative, mutual give and take between the neighborhood and the school.
- Solid, ongoing commitment from residents, businesses, and service providers.
- Skill-building to support the effort (such as school/community partnership skills training as part of the graduate course of the Neighborhood College).
- Community education of what school system does/offers and what constraints it operates under.
- Share parent constraints and assets with the school system.
- Review of responsibilities of principals to free up time for strategic priorities.

Investing in the quality of schools is thought to be the strategy which can have the greatest impact on having neighborhoods of choice.

Resources Required

- Human investment and creativity.
- Financial reallocation to keep facilities open longer.
- Facilitation resources and support for new and ongoing relationships (\$200,000/year).

Roles of Community Partners in Implementation

- *School administration* allows flexibility for each school to develop a tailored process with surrounding community and encourages schools to be adopted.
- *Neighborhoods* fill gaps themselves and/or develop partnerships to do so.
- *Both* commit to cooperate for children's best interests.
- *Youth* are involved as appropriate for their age.

Expected Return on Investment

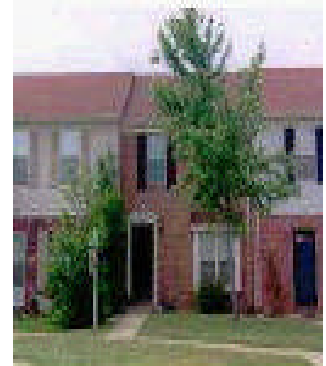
- Community develops a sense of investment in their area school.
-

- Increased number of caring adults volunteer and contribute to solving problems (parental participation in the schools and improved communication have a direct link to improved performance, an increased perception of safety, decreased suspensions and fewer fights).
- Friendly system for community access to school facilities.
- Community and school work together to ensure education of the whole child .
- Community, city and schools together build developmental assets for youth.
- Schools of choice in the region which impacts the outcome areas of stability and assets directly, and safety indirectly.

Implementation Schedule

Action	Time Frame	Measures of Success
expand neighborhood-school partnerships with a minimum of five (5) schools adopted per year <ul style="list-style-type: none"> • define who represents the neighborhood • define what constitutes a quality school for that community and what roles the parties have in maintaining it • develop/implement strategies for improvements 	short-term	design quality standards and measure progress via a yearly evaluation
all schools in Hampton have been adopted by a neighborhood(s)	intermediate	increased developmental assets scores
sustain partnerships between school and community and adapt to meet changing needs	long-term	improvement in asset, safety and stability outcomes

Through this strategy, each neighborhood will develop a sense of investment in their area school.





Enhancing the curb appeal of Hampton neighborhoods is critical to ensuring neighborhoods of choice.

Strategy 2: Neighborhood Appearance

The second strategy to achieving neighborhoods of choice in the region is to focus on the appearance of neighborhoods; the objective of this strategy is to enhance the curb appeal of Hampton neighborhoods. This strategy includes both investing in the abatement of blight in neighborhoods as well as adding features which would create a positive appearance. This strategy has four principal components.

Components

2-1. Continue with existing investments. The City and the Housing Authority currently implement a number of activities which are directed at blight abatement and physical neighborhood improvements. These activities range from aggressive enforcement of housing maintenance codes to the acquisition and redevelopment of neighborhood nuisances. These activities have had positive results and should continue with existing funding. Demolition and acquisition of blighted properties need additional resources to meet demand in the short term.

2-2. Enhance litter enforcement efforts. In spite of existing activities directed at the prevention and elimination of litter in the community, a casual visual inspection indicates that we are losing the battle. An absence of litter is a rather fundamental aspect of a positive physical appearance and attention should be focused on this issue and activities which would bring about a better result.

2-3. Develop/enforce higher than minimum property maintenance standards (exterior appearance of property). The standards to which property is maintained are sometimes lower in older affordable communities which lack the covenants and higher development standards of newer neighborhoods. This can put these neighborhoods at a competitive disadvantage particularly where there are also a number of property owners who lack the motivation to voluntarily adhere to high property maintenance standards. This strategy involves determining how higher than minimum property standards could be applied to Hampton neighborhoods.

2-4. Improve landscaping at neighborhood entrances. Over the last 14 or so years, the City invested very aggressively in improving its visual image at major, strategic locations. This same aggressive approach should be taken at all the entry points to neighborhoods as a partnership among the neighborhoods, businesses and other interested parties.

Resources Required

- Additional financial resources are needed for acquisition of neighborhood nuisances and demolition (an increase of \$600,000 per

year).

- Neighborhood entrance landscaping can be funded from Neighborhood Development Funds.
- Resources for increased litter abatement and higher property maintenance standards are unknown at this time.

Roles of Community Partners in Implementation

- *City government* contributes technical, financial and legal resources.
- *Neighborhoods* set and promote neighborhood standards and provide long term maintenance of public spaces.
- *Corporate or community sponsors* contribute financial and manpower resources.

Expected Return on Investment

- Decrease in property deterioration.
- Increase in perception of safety.
- Increase in property values (at resale).
- Increase in property reinvestment.

Implementation Schedule - new investments

Action	Time Frame	Measures of Success
Higher exterior property standards <ul style="list-style-type: none"> • research methods to establish and enforce higher than minimum exterior property standards • develop implementation strategy based on results of research 	short-term	reduction in targeted behaviors
Enhance Clean City litter programs <ul style="list-style-type: none"> • evaluate existing programs, relative success, and options for enhancement • develop implementation strategy based on results of evaluation • recruit partners/sponsorships 	short-term	decrease in litter; # new participants
Landscaping at neighborhood entrances <ul style="list-style-type: none"> • establish quality standards for landscaping and neighborhood signs • work with neighborhoods on location, design, maintenance • seek special allocation from Council/Commission for plan implementation 	short-term	amount of new and maintained landscaping; # active partnerships

Hampton has many aging neighborhoods which need aggressive action to keep them competitive with other neighborhoods in the region.





Hampton is a far better community in which to live, work and play than most people outside and inside the city realize.

Strategy 3: Marketing Hampton

The third strategy for achieving neighborhoods of choice in the region is to increase the marketing of Hampton and its neighborhoods. In general, the stakeholder group for neighborhoods considered Hampton to be a far better community in which to live, work and play than most people outside and inside of the city realize. Concerns were expressed that people who didn't really know the assets of the community were taking the lead in defining our image and that this poor image precluded Hampton neighborhoods from even being considered by potential residents. An aggressive marketing strategy was considered to be effective in putting forth the image we want to project to the rest of the world as well as a good return on investment. Like quality schools, this strategy goes beyond neighborhoods and should be considered and developed by a larger group of stakeholders and should include the following components.

Components

3-1. Find our niche and advertise to those markets (value marketing).

3-2. Sell our assets (safety, youth opportunities, waterfront, historic value, great neighborhoods, community spirit/people assets, colleges, local government's partnership with community).

3-3. Assess our investment in marketing as compared to highest rated cities.

3-4. Challenge the Daily Press to practice civic journalism.

OTHER STRATEGIES OF INTEREST (in priority order)

Strategy 4: Community Policing

Components

4-1. Continue existing investments including: Citizens Police Academy and other programs which educate the public concerning police services and law enforcement in general; community policing centers and field offices to increase police presence and accessibility by the public to the police; community policing and crime prevention programs including Neighborhood Watch, KEEPS Programs, and Police In Residence; and citizens satisfaction surveys to provide feedback which would enable continual improvements to the delivery of police services and police/ neighborhood partnerships in neighborhoods.

4-2. Increase bicycle and walk patrols in neighborhoods. This action would impact both crime and perception of safety. Police presence is viewed as evidence of a stronger partnership between the police and the neighborhoods.

4-3. Expand youth programs and school/police partnerships. These types of programs are effective crime prevention techniques. Police/youth programs include current programs of the Police Explorers, Youth Community Oriented Policing Effort (Y-COPE), Life Force, Police Cadets, and Docent Program. The Police Division and School Administration programs include Officer Friendly, Just Say No Clubs, Adopt-A-School, School Anti-Crime Detail, Law Enforcement 2+2+2, Operation Prom, and most recently, School Resource Officers.

4-4. Improve crime prevention programs for the elderly. The elderly are a growing vulnerable segment of our population. Existing programs such as Seniors and Law Enforcement Together (S.A.L.T.) should be expanded and improved.

Strategy 5: Reinvestment

Components

5-1. Implement comprehensive stabilization strategies in targeted neighborhoods in areas 8 and 9 (as identified in the Environmental Scan). Areas with a combination of risk factors require aggressive and comprehensive intervention in order to reverse decline and spur reinvestment. Strategies to address the social, civic and physical needs of the neighborhoods are targeted to specific geographic areas in order to get an impact which spurs private investment.

5-2. Provide incentives (loans, grants, tax breaks, public improvements, etc.) to make property improvements consistent with community standards. This aspect of reinvestment would be available city-wide and would tie a higher than minimum code standard of property improvement to financial incentives such as grants, low-interest loans or tax breaks.

5-3. Encourage neighborhood friendly commercial (non-residential) development. Neighborhood friendly commercial development makes three contributions to neighborhoods: necessary services; a good appearance since commercial uses are often the first view that people have of a neighborhood; and jobs. Neighborhoods with declining property values are not attracting neighborhood friendly commercial development and need regulations and/or incentives to encourage better uses.

*Hampton has
reaped benefits
from its community
policing
programs crime
prevention
strengthens all
neighborhoods.*





5-4. Determine impact of transience (in and out migration) on property values. Many neighborhoods have expressed concern about the shifts in population in and out of their area. It is not clear how, or if, this in and out migration actually impacts the value of the neighborhood and this issue should be determined before strategies to address it are developed.

Strategy 6: Community Capacity: Education/Involvement/Partnerships/Resources

Components

6-1. Establish and support partnerships among neighborhoods including: the Neighborhood Commission, neighborhood/commercial partnerships and the Neighborhood College Alumni. Successful neighborhood-to-neighborhood partnerships will require several supporting activities:

Partnerships between neighborhoods can be extremely beneficial and should be supported.

- active, organized neighborhoods;
- a community-wide system to develop and sustain volunteers;
- the Asset Exchange and inventory;
- a communication system including newsletters (Issues) and an electronic network (NeighborNet); and
- incorporating businesses and non-profits into neighborhood partnerships.

6-2. Expand existing educational programs with a focus on youth and skill-building to include:

- learning-by-doing, project-based education in a Graduate School ; and
- expanded Youth-Adult College and youth leadership programs.

6-3. Expand the financial resources of the Neighborhood Development Fund and create a fundraising pool whereby neighborhood-based fundraising events contribute a portion of funds raised to a community-wide pool (Neighborhood Development Fund) or to another designated community group.

6-4. Neighborhood Office. Focus on continuing what the Neighborhood Office does now, and adjusting and expanding staff and programs to align them with the recommendations of this strategic plan.

Strategy 7: Community Facilities in Neighborhoods

Community facilities (places to go and things to do) were rated as the most important asset for neighborhood health at Neighborhood Forums in 1996. The strategy to invest in neighborhood based community facilities focuses on making better use of what we have (increasing activities and transportation) while investing in new facilities that bring out the best in neighborhoods both in their location and design.

Components

7-1. Expand after school and summer activities for youth. Resources should first be directed to increasing activities such that all youth in Hampton have access to safe and interesting activities outside of school hours. At this point there is not a clear idea of what exists and where there are gaps. An asset and needs inventory is a logical first step to determining how to fill gaps.

7-2. Increase police presence at community facilities and activities. Neighborhoods often welcome police at their neighborhood facilities and activities and report an increase in a feeling of safety and partnership. This activity gives a big return on a modest investment and should expand to become standard operating procedure.

7-3. Utilize school buildings as the center of neighborhood activity. The benefits of schools and neighborhoods working together has been stated repeatedly in this plan; school buildings are major neighborhood assets which should be fully utilized as the center of neighborhood life for all age groups.

7-4. Build and/or renovate facilities in places important to neighborhoods and to a standard of best . Neighborhood based community facilities are a cherished neighborhood asset and should be increased. Opportunities should be taken to locate the facilities in places (buildings and sites) that are important to the community and all construction or renovation should be to a standard that sets an example that says the neighborhood is deserving of the best in reinvestment.

7-5. Invest in transportation for youth to increase use of facilities and avoid duplication of services. Since every neighborhood will not have a full service community center, many of the neighborhood based facilities will specialize (such as computers at the Newtown Learning Center or the gym at YH Thomas). In order to afford access to a variety of activities, transportation should be developed which increases the access of neighborhood based community facilities to people beyond walking distance of the center. This will also reduce the need to duplicate services in every neighborhood.

Community facilities places to go and things to do were rated as the most important asset for neighborhood health.





*Neighborhoods can
play a critical role
in supporting
economic
development in our
city.*

Strategy 8: Neighborhood Involvement in Economic Development

Components

8-1. Involve neighborhoods most likely to be impacted by development before development is sought.

- Map the development potential of property in Hampton.
- Identify the neighborhoods most likely to be impacted.
- Prioritize for involvement.

8-2. Educate neighborhoods about economic development to include a formal course on the basics of big picture economic development and the process the city goes through.

8-3. Create development plans for sites impacting neighborhoods and seek commercial developments that match needs of neighborhoods and the City.

- For high priority sites, determine potential of neighborhood sites in partnership with neighborhoods.
- Target potential developers to attempt to attract desired neighborhood development.

ⁱ Neighborhood Forums were held during Neighborhood Week 1997 to determine what assets people in Hampton considered to be important for healthy neighborhoods.

ⁱⁱ The 1994 Healthy Neighborhood Initiative report to City Council was prepared by a community based steering committee and established the vision, principles and design of the Healthy Neighborhoods Initiative.

ⁱⁱⁱ These lessons learned refer to experiential learning by various partners in the Healthy Neighborhoods initiative between 1993-1997.

^{iv} An environmental scan was completed as an early step in the development of this strategic plan and is available as a separate document.

^v City staff, with assistance from William and Mary students, have begun research on what assets neighborhoods need to be healthy.

HEALTHY BUSINESS CLIMATE

A. Vision Statement

Hampton will be the community of choice for business investment in the region.

B. Outcomes and Indicators

OUTCOME	Indicators
JOBS	<ul style="list-style-type: none"> increase in # full-time jobs in targeted industries increase in total real payroll
TAX BASE	<ul style="list-style-type: none"> increase in Hampton s % commercial real estate tax base vs. total tax base
RETAIL	<ul style="list-style-type: none"> maintain or increase % of regional market share % annual increase in taxable sales vs. region
TOURISM	<ul style="list-style-type: none"> increase in Hampton tourism generated revenue vs. region s growth rate increase in Hampton s gross lodging receipts as % of region
HOUSING	<ul style="list-style-type: none"> % of new construction in Hampton valued at or above 150% of region s average sales price increase in average housing value vs. region s average housing value

The strength of a community s tax base is tied to the % of commercial assessments since businesses typically pay more in taxes than it takes to service them.

C. Summary of Current Conditions/Environmental Scan Summary

Findings

Tax Base

- The strength of a community s tax base is tied to the % of commercial assessments since businesses typically pay more in taxes than it takes to service them.
- Hampton s commercial assessments as a percent of total assessments is the 2nd lowest among the region s cities. Virginia Beach is the only community with a lower percentage but it is able to compensate for this with its strong tourism economy.





Hampton has historically lagged behind other Hampton Roads cities in job growth.

Income

- Hampton has a declining median income as a percent of the Hampton Roads region; whereas Hampton's median income was 18% above the regional average in 1960, it dropped to 3% below the regional average in 1990.
- Hampton's per capita income was 12% below the regional average in 1990 (latest census data).

Jobs

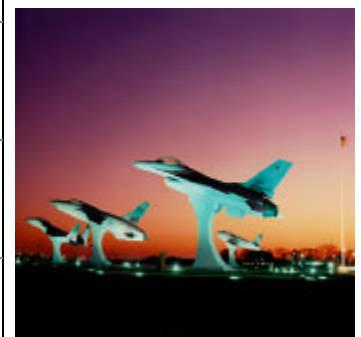
- Hampton has historically lagged behind other major Hampton Roads cities in job growth.
- Hampton has been more reliant on military/ government jobs (which have good wages but are increasingly being downsized) and retail sector jobs (which have very low wages) than the regional average (for military: 24% vs. 9%; for retail: 23% vs. 20%).
- Similarly, Hampton has historically had less than the regional average of the higher paying manufacturing jobs (6% vs. 9%).
- On the positive side, Hampton led manufacturing job growth in the region in 1995.

Strengths/Weaknesses of Hampton's Business Climate

Strengths	Weaknesses
• Geographic location	• MSA is politically & geographically divided
• Natural port with rail access	• No interstate connection to I-95, the south and the west
• Adequate water supply	• Limited capacity of local airports
• Good telecommunications infrastructure	• Limited capacity of highway infrastructure
• Pro-business environment	• Limited capital to support entrepreneurs
• High quality, low cost work force	• Limited availability of developable land
• On-going program to provide businesses with adequately prepared work force and technology needs	• Education & training programs not yet fully developed to address business needs
• Affordable operating expenses	• Region experiencing a net out-migration of skilled workers

Strengths (continued)	Weaknesses (continued)
<ul style="list-style-type: none"> High-tech center with research capabilities, pro-technology focus 	<ul style="list-style-type: none"> Uncertainty about how Hampton fits into the shipping industry
<ul style="list-style-type: none"> Good quality of life 	<ul style="list-style-type: none"> Low relative tax revenues and expenditures
<ul style="list-style-type: none"> Significant history and pleasant climate 	<ul style="list-style-type: none"> Lack of marketing and coordination of various federal, state, regional and local programs
<ul style="list-style-type: none"> Regional emphasis 	<ul style="list-style-type: none"> Lack of strong regional identity
<ul style="list-style-type: none"> Strong community groups 	<ul style="list-style-type: none"> Lack of major research university as defined by national publications
<ul style="list-style-type: none"> Strong critical mass of retail in Coliseum Central 	<ul style="list-style-type: none"> Aging retail districts
<ul style="list-style-type: none"> Redeveloped downtown 	<ul style="list-style-type: none"> Retail vacancy rates
<ul style="list-style-type: none"> Convenient access from I-64 to downtown, Coliseum Central, Phoebus 	<ul style="list-style-type: none"> Lack of major name-brand meeting hotel
<ul style="list-style-type: none"> Federal government investment in the region 	<ul style="list-style-type: none"> Loss of green space
<ul style="list-style-type: none"> Top notch research labs 	<ul style="list-style-type: none"> Aging housing stock & infrastructure
<ul style="list-style-type: none"> Prevalence of strong higher education institutions 	<ul style="list-style-type: none"> Perception that Hampton public schools are of lower quality than other Peninsula communities
<ul style="list-style-type: none"> Skilled labor force from military and colleges 	

On the positive side, Hampton led manufacturing growth in the region in 1995.





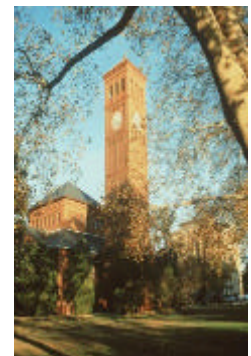
Transportation improvements and the growth of the port offer significant opportunities for Hampton's business climate.

Opportunities/Threats for Hampton's Business Climate

Opportunities	Threats
<ul style="list-style-type: none"> Increased regional coordination & cooperation 	<ul style="list-style-type: none"> Decreasing transportation infrastructure capacity
<ul style="list-style-type: none"> Increasingly diversified regional economy 	<ul style="list-style-type: none"> Reverse migration
<ul style="list-style-type: none"> Small company growth 	<ul style="list-style-type: none"> Incompatibility of the work force skills
<ul style="list-style-type: none"> Widening of I-64 & I-664 extension 	<ul style="list-style-type: none"> Lack of graduate degree programs offered by regional universities as perceived by the regional business community
<ul style="list-style-type: none"> Proposal for 3rd crossing to connect Peninsula & Southside 	<ul style="list-style-type: none"> Continued out-migration of skilled workers
<ul style="list-style-type: none"> Growth of the port 	<ul style="list-style-type: none"> More abundant capital & financing for entrepreneurs in neighboring states
<ul style="list-style-type: none"> Port facilities attract light industry 	<ul style="list-style-type: none"> Still enhancing regional cooperation
<ul style="list-style-type: none"> Growth of and Spin-offs from existing firms 	<ul style="list-style-type: none"> Decrease in military spending
<ul style="list-style-type: none"> Increased marketing for tourism attractions 	<ul style="list-style-type: none"> Competitor cities in Southeast
<ul style="list-style-type: none"> Proposed 90-acre retail project near I-64 	<ul style="list-style-type: none"> Other Hampton Roads localities are building new commerce parks & retail centers
<ul style="list-style-type: none"> Diverse regional family-oriented tourism attractions 	<ul style="list-style-type: none"> Easy access <u>from</u> Hampton to other cities retail centers
<ul style="list-style-type: none"> Export opportunities 	<ul style="list-style-type: none"> Large tracks of undeveloped land in other Hampton Roads communities

Opportunities (continued)	Threats (continued)
<ul style="list-style-type: none"> Increased availability of venture capital 	<ul style="list-style-type: none"> Continued lack of key tourism elements such as a major convention center, premium quality restaurants, etc.
<ul style="list-style-type: none"> Hampton's historical attractions 	
<ul style="list-style-type: none"> Many resources available for promoting economic growth (such as military, labs, colleges, etc.) 	
<ul style="list-style-type: none"> Workforce education and training efforts 	
<ul style="list-style-type: none"> Central location for research in technology & technology job potential 	
<ul style="list-style-type: none"> Balanced economic development potential 	

Hampton is nearly full developed which makes the development of every remaining parcel of land critical to the city's future.





The City's tax base has been growing far slower than expenditure requirements stimulating the tax base to grow faster than it would naturally is the only way the City can resolve budget difficulties.

Issues

1. **Hampton's Revenue Base.** Five taxes constitute 75% of the locally generated revenue. Of these, two are under attack from the General Assembly – personal property (13% of total city budget) and business license (4% of total city budget). While pledges have been made to replace the elimination of personal property dollar for dollar, past experiences with the State have suggested that this pledge may not be realized. The other three major taxes have been experiencing flat to minor growth. Real estate taxes continue to grow at 1-3% and sales and meals tax revenues have been flat.
2. **City Budget Impact.** The slow growth of the major sources of city revenue make balancing the annual budget problematic. Unfunded mandates, growth in human service/corrections requirements, local education requests and the need to fund some level of employee salary increases forces the expenditure side of the budget to grow 5-10% per year, far outpacing the actual revenue growth. Budgets are balanced by generating internal savings, reallocating funds from lower priorities, deferring needs, etc. While these strategies work in the short-term, the only way out of this fundamental problem is to stimulate the tax base to grow faster than it would naturally.
3. **Growing Real Estate Taxes.** There are three ways to increase the amount of real estate taxes – natural growth (i.e., new or expanded business and homes); reassessment of property values; and a tax rate increase. Reassessments are governed by law and must reflect the actual market value of the property. There is little a city can do to cause property values to rise significantly since the overall economy has caused property values everywhere to grow less significantly. A city can, however, attempt to grow the commercial assessments by attracting new business investment and/or encouraging existing businesses to expand. Another option is to attract very high valued housing. Typically, it takes a home of at least \$150,000 - \$160,000 to generate enough tax revenue to pay for the city services offered to a family of two without children. It takes a home of at least \$250,000 - \$300,000 to generate enough tax revenue to pay for the city services offered to a family of four with two children. The higher percentage of high value housing a community has, the stronger its tax base will be.
4. **Growing Sales/Meals Taxes.** Sales and meals taxes are the third and fifth, respectively, largest local city revenue sources. There is a strong relationship between the growth in sales taxes and a city's other tax rates. As an example, when Hampton experienced sales tax growth in excess of 10%, the real estate tax was lowered five times for a net reduction of \$0.62. When the sales tax growth slowed to less than 2%,

the real estate tax was raised four times for a net increase of \$0.09. Sales/meals taxes have been stagnant the last several years. The only way to increase sales/meals taxes is through increased sales activity. To accomplish this, Hampton must increase the amount of spending residents do within the community AND attract shoppers from outside Hampton.

D. Major Strategies for Business Climate

Strategy 1: Jobs

Components

1-1. Promote the growth and expansion of existing business

through the use of techniques such as:

- business associations/alliances
- technical assistance services
- international opportunities
- establishment of a foreign trade zone
- incubator services
- facilitating technology transfer
- rehabilitation of commercial infrastructure
- availability of business park space
- property acquisition
- redevelopment/recycling of existing buildings
- shell buildings
- flexible sources of funds
- redevelopment/recycling of key corridors

1-2. Target business attraction toward selected industries emphasizing above-average wages, benefits and/or full-time employment. Target industries include manufacturing, technology, wholesale trade and transportation/utilities/communication. Techniques include:

- continued business park development
- site and infrastructure development
- property acquisition
- redevelopment/recycling of existing buildings
- shell buildings
- flexible sources of funds
- establishment of foreign trade zone

1-3. Continue to promote/support regional education/workforce training efforts.

- a. Support the construction of the Peninsula Workforce Development Center.

(to be determined by further study) and private investment.

There is a strong relationship between the growth in sales taxes and a city's other tax rates when Hampton's sales tax growth has been high, property taxes have been decreased.





The City's job creation goals can only be attained through the coordination of the business, research, work force, education and government resources.

- b. Promote/facilitate partnerships among the education, research, business, government and workforce community to develop comprehensive approaches to technical training needs.

Resources Required

1-1, 1-2 and 1-3b. The city's job creation goals can only be attained through the coordination of the business, research, work force, education and government (including military) community resources. Working with state, regional and local business and community partners, the city will be able to focus its resources and maximize its potential job growth.

1-3a. \$10 million - \$12 million for Peninsula Workforce Development Center construction to be financed by IDA Industrial Revenue Bonds fully secured by tenant lease commitments. City costs will be \$0.

Role of Community Partners

Public investment alone will not be sufficient to meet the goals set forth in this plan. As evidenced by the structure of the Peninsula Workforce Development Center project, we can create efficiencies and increase our effectiveness by coordinating with community partners and utilizing public-private and regional partnerships. The city has limited resources and only through continuing our joint efforts will we be able to maximize our potential.

Expected Return on Investment

The expected return on investment will be reflected in the growth of high quality, globally competitive businesses that provide above-average wages, benefits and/or full-time employment to a Hampton workforce fully equipped to compete in the 21st century. The presence of high quality business served by a world-class workforce will increase the quality of life for Hampton residents and generate increased tax revenue to support and maintain city services.

Implementation Schedule

Action	Time Frame	Measures of Success
Promote the growth and expansion of existing business	ongoing/ long term	Continued growth and expansion of existing business; increased jobs; growth in commercial tax base

Action	Time	Measures of Success
Business attraction focused toward targeted industries, emphasizing above-average wages, benefits and/or full-time employment; smaller space needs and higher value per square foot	ongoing/ long term	Attraction of targeted industries to Hampton; increase in above-average wage jobs; growth in commercial real estate tax base
Continue to facilitate the development of the Peninsula Workforce Development Center	short-term	Development of a work force training center to be the focal point of the Peninsula's virtual work force system
Promote, facilitate and track coordinated efforts among education, research, business, government and work force communities to develop comprehensive approaches to technical training	ongoing/ long term	Increased skill levels of Hampton citizens

In order to increase sales and meals tax revenues, the City will need to ensure that new and different retail experiences are developed in Hampton so that more shopping occurs in our community.

Strategy 2: Position Hampton as the Retail Center of the Peninsula

Components

2-1. Develop an Urban Entertainment Center and adjacent retail project. A regional Urban Entertainment Center consisting of 150,000 square feet of outdoor themed retail, restaurant and entertainment venues; and adjacent retail development of about 650,000 square feet, located on a 90-acre quadrant at I-64 and Mercury Boulevard.

2-2. Develop restaurant/retail complexes which provide specialty dining, entertainment, retail and recreation at the corners of Rudd Lane/King Street and Settlers Landing Road/ King Street.

2-3. Develop a retail component for the Crossroads project.

Resources Required

2-1. Feasibility analyses are being conducted to determine the resources required for the development of the Urban Entertainment Center and adjacent retail project.

2-2. Restaurant/retail complexes on Rudd Lane/King Street and Settlers Landing Road/King Street will require \$450,000 for the Good-year property acquisition, some public infrastructure improvements





2-3. Resources required for the retail component for the Crossroads project will be determined by a future feasibility study.

Role of Community Partners

Private sector developers and business people

Expected Return on Investment

2-1. Feasibility analyses will determine the return on investment of the regional Urban Entertainment Center and adjacent retail project.

2-2 & 2-3. To be determined by feasibility studies.

Implementation Schedule

The extension of I-664 will create new opportunities in the Coliseum area new convention facilities would enable the City to significantly increase its tourism market.

Action	Time Frame	Measures of Success
Develop Urban Entertainment Center and adjacent retail project	short term	Increase in sales and meals tax revenues
Develop restaurant/retail complexes on Rudd Lane/King Street and King Street/Settlers Landing	short term	Increase in sales and meals tax revenues
Develop retail component for the Crossroads project	intermediate	Increase in sales and meals tax revenues

Strategy 3: Generation of a Diverse and Thriving Tourism Industry

Components

3-1. Phased development of Crossroads project to include: convention center with approximately 175,000 square feet, convention hotel, recreation/ice, Hampton Coliseum upgrade, retail/restaurant, up-scale office buildings, parking and other public facilities.

3-2. Support the downtown waterfront activity area including: high speed ferry, improved boating facilities, additional public piers, new tour boat, winter sports center, working waterman's museum and working waterfront to view seafood operation.

3-3. Expand downtown attractions to complement and include the Virginia Air & Space Center.

3-4. Create new major tourism events. A major winter time (November/January/February/March) festival comparable to the Jazz Festival is desired to help fill hotel rooms city-wide.

Strategy 4: High Value Housing

3-5. Develop a new tourist attraction on the site of a relocated Blue Bird Gap Farm.

3-6. Facilitate the development of an additional convention hotel in the downtown area.

Resources Required

3-1. Feasibility studies are being conducted to determine the resources required for the phased development of the Crossroads project.

3-2. Supporting the waterfront activity area: A.) the high speed ferry will require a base of \$248,000 annually (\$198,400 in federal funds, \$24,800 each from Hampton and Norfolk) over three years; B.) improved boater facilities will require \$55,000; C.) further research is needed to determine the resources required for the rest of the project.

3-3. Expanding the Virginia Air & Space Center has an estimated cost of \$6 million. Additional research is needed to determine the resources required for expanding other downtown attractions.

3-4. Creating new major tourism events will require approximately \$500,000 in public production and promotion costs per year.

3-5. Additional research is needed to determine the resources required for developing a new tourist attraction on the site of a relocated Blue Bird Gap Farm.

3-6. Additional research is needed to determine the resources required to facilitate the development of an additional convention hotel in the downtown area.

Creating new, major tourism events will increase both direct (ticket sales) and indirect (hotel, meals and sales taxes) revenue to the City.

Role of Community Partners

A series of public/private partnerships will be necessary to generate sufficient resources to grow a diverse and thriving tourism industry in Hampton.

Expected Return on Investment

3-1, 3-2, 3-3, 3-5 & 3-6. To be determined by feasibility studies

3-4. Creating new major tourism events will generate approximately \$500,000 in direct revenue (ticket sales, etc.) and approximately \$1.5 million in indirect revenue (hotel, meals, sales, admissions, etc.)

Action	Time	Measures of Success
Develop Crossroads project	short term	Increased revenue generated by new visitor spending





Achieving the City's housing goals requires commitment from the public and private sector to demand the highest possible value from every residential development in Hampton.

Action	Time	Measures of Success
Support waterfront activity area	short term	Increased revenue generated by new visitor spending
Create downtown attractions	intermediate	Increased revenue generated by new visitor spending
Develop new major tourism events	short term	Increased revenue generated by new visitor spending
Develop tourist attraction on the site of a relocated Blue Bird Gap Farm	intermediate	Increased revenue generated by new visitor spending
Facilitate the development of an additional downtown convention hotel	long term	Increased revenue generated by new visitor spending

Components

4-1. Foster the development of small clusters of high value homes, utilizing the waterfront and other assets.

4-2. Invest in existing neighborhoods to encourage new families.

4-3. Periodically evaluate whether the Hampton Redevelopment & Housing Authority Board membership should be made up differently than the current City Council membership to expand their ability to create change.

4-4. Address vacant commercial space, with programs for improvement and possibly redevelopment for a more viable (not necessarily commercial) use.

Resources Required

Achieving the City's housing goals requires commitment from the public and private sector to demand the highest possible value from every residential development in Hampton. This commitment can be reflected in the evaluation of land use changes, whether proposed by the City or by property owners, where the long term, best use of the property is considered, not just the most immediate gain. It is reflected by the development community when they endorse decisions that support that long term, best use. It can also be reflected in the reinvestment in infrastructure in aging neighborhoods to make them competitive with new

developments, thereby spurring private investment in our neighborhoods.

Commercial areas often form the entrances to our neighborhoods, especially our older neighborhoods, and the strength and vitality of those commercial structures reflect on the surrounding development. Public investment into these doorways, in the form of business assistance or infrastructure improvements may be needed to jumpstart private redevelopment efforts.

Role of Community Partners

Public investment alone will not expand the upper end housing market in Hampton. The real estate community, both residential and commercial, must believe that Hampton has healthy, viable neighborhoods in all market ranges. The School Division must support that belief by providing the strongest schools possible. Neighborhood associations must expand their philosophies to not only change what is wrong but to build upon what is good they need to take an active role in selling themselves and building neighborhood pride. All of these groups together can strengthen Hampton's existing neighborhoods, thereby improving their marketability and relieving some of the pressure to build the minimum the market demands on our limited remaining land. It is also important that these partners recognize those instances where redevelopment is necessary, and provide public support for those decisions.

Public investment alone will not expand the upper end housing market in Hampton.

Expected Return on Investment

This is a two pronged approach reinvest in what you have so that it is the best it can be, and ensure that new development is the highest value it can possibly be. These strategies not only add a new segment to the housing market, but raise the value of the existing stock. The City benefits in terms of higher tax base, and the property owners can expect the investment in their homes to appreciate.

Implementation Schedule

Action	Time	Measures of Success
Include value-potential in the evaluation of land use requests	immediate	Increase in value of new residential development
Identify opportunities for high-value clusters	short term	Obtain concurrence of property owners





High value housing requires reinvest in what exists so that it is the best it can be and ensuring that new development is the highest value it can possibly be.

Action	Time Frame	Measures of Success
Develop marketing plans for existing neighborhoods	inter-mediate	Decrease in time on the market and increase in sales activity in older neighborhoods
Review how the City is being served by the current HRHA governance structure and determine whether any changes are needed	inter-mediate	Decision made
Continue business assistance program, targeting struggling commercial areas surrounding neighborhoods	short term	Lower turn-over rates in commercial space or redevelopment into viable, non-commercial uses

HEALTHY REGION

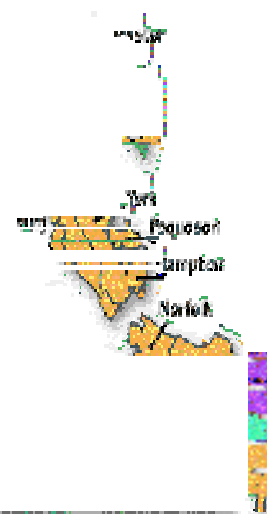
A. Vision Statement

Hampton Roads will be a world-class region a thriving, economically competitive region.

B. Outcomes and Indicators

OUTCOME	Indicators
JOB GROWTH	<ul style="list-style-type: none"> Total private sector employment growth in Hampton Roads vs. Raleigh-Durham, Charlotte, Atlanta, Greenville-Spartanburg, Jacksonville & Seattle, with a particular emphasis on employment in job sectors with above-average wages Average Hampton Roads wages vs. other regions and national average Indicator to be developed that relates to maintaining position as primary East Coast location for military operations
STRONG CORE CITIES	<ul style="list-style-type: none"> Income disparity between suburbs and urban core cities (should be as close to 1.0 as possible) Median financial performance of Hampton Roads cities & counties compared to national average (ex. per capita income; annual bonded debt to total revenues; undesignated fund balance; total revenue per capita; ratio of cities median household income to MSA; etc.) Average new home sales in core cities vs. regional average Level of private sector investment Commercial real estate assessments vs. total assessments comparisons
ENVIRONMENTAL QUALITY	<ul style="list-style-type: none"> TBD using air quality attainment standards, & water quality standards Hampton Roads per capita open space vs. national standards

A strong region is often characterized by the lack of income disparity between its core cities and suburbs Hampton Roads should strive for this.



Extensive research on the health of regions has found that inelastic core cities such as those found in Hampton Roads often lead to lower median incomes, increased social conditions and slower job growth for the entire region.

OUTCOME	Indicators
WORLD CLASS INFRASTRUCTURE	<ul style="list-style-type: none"> Communications (TBD such as # of cable, telephone, alternative communication companies, regional television stations, internet providers, regional newspaper, etc.) Port (tonnage shipped from mid-Atlantic ports; # passengers by cruise ships) Travel (roads average nondirectional PM peak hour speed; rail Amtrak ridership & freight time from dock to destination; air # of major and regional carriers; transit average speed & vehicle miles)
QUALITY OF LIFE	<ul style="list-style-type: none"> TBD
EDUCATION	<ul style="list-style-type: none"> Develop indicators/measurements that assess the region's work force skill levels & competencies (ex. work profiling effort in Ohio)

C. Summary of Current Conditions/Environmental Scan Summary

Findings

Core Cities

- David Rusk, a former Mayor of Albuquerque, has done extensive research on the economic conditions of regions.
- As part of his research, Rusk categorized cities as either elastic or inelastic -- elastic cities were those which could expand their geographical boundaries and inelastic cities were those which could not.
- Elastic cities capture suburban growth; inelastic cities contribute to suburban growth.
- Rusk found that the inelasticity of cities often led to lower median incomes, worsening social conditions and slower job growth.
- More importantly, Rusk found that these conditions did not only im-

pact the inelastic community but also the surrounding communities within the entire region in which the inelastic core city was located.

- Specifically, he found that the smaller the income gap between city & suburb, the greater the economic progress for the whole metropolitan community.
- Virginia is a state with inelastic core, urban cities that face the problems Rusk defined.

The Point of No Return

- In his research, Rusk found that a combination of three factors could determine whether a core city would be a viable community.
- Those factors are: sustained population loss of 20% or more; a significant city-suburb income gap - 70% or less of suburban income; and, a high minority population, especially as compared to suburban community - 30% or more than suburb.
- When these circumstances are present in a core city, the economic and social disparities become so severe that the city -- and ultimately the region -- is no longer a place to invest or create jobs.
- Some of the Hampton Roads core cities are presenting some of these conditions; none are yet at the point of no return .
- These core city conditions are impacting the competitiveness of the entire Hampton Roads region.

Regional Competitiveness

- The Hampton Roads Planning District Commission conducted a study of regional economic competitiveness during the ten year period of 1983-1993 -- Hampton Roads was compared to Charlotte, Charleston, Raleigh, Richmond, and Roanoke.
- Of these regions, Hampton Roads had the 2nd lowest rate of employment growth.
- Hampton Roads had the lowest rate of per capita income growth.
- Hampton Roads had the lowest earnings per worker growth rate.
- Hampton Roads had the highest unemployment rates.

Improving the Competitiveness of Hampton Roads

- There are several things inelastic cities can do to overcome the conditions Rusk describes -- the pursuit of regional infrastructure, quality of life and economic development activities with shared expenses and benefits will help.
- There are several initiatives underway in Hampton Roads to accomplish this: the Hampton Roads Partnership; Hampton Roads Mayors/Chairs; Hampton Roads Planning District Commission/Metropolitan Planning Organization; the Hampton Roads Plan 2007; etc.
- Hampton Roads is benefiting from these initiatives -- the region received the largest distribution from the State's competitiveness act pool in 1997.

Strengths/Weaknesses of Hampton Roads Region

Hampton Roads is faring worse than other Southeastern regions a study by the HRPDC found Hampton Roads had among the lowest rates of per capita income growth, earnings per worker, employment growth and one of the highest unemployment rates.





There are several things regions with inelastic cities can do to overcome these negative outcomes shared expenses and benefits in regional infrastructure, quality of life and economic development activities often helps.

Opportunities/Threats for Hampton Families

Strengths	Weaknesses
• Geographic location	• Lack of name recognition
• Climate	• 15 separate local governments
• Port	• Corporate base
• Educational institutions	• Low wages
• Work force	• Air travel
• Size of population	• No regional newspaper
• History	• Roads/water crossings
• Military presence	
• Technology	
• Tourism	
• Recreational opportunities	

Opportunities	Threats
• Port & military are of world significance	• Military downsizing
• Physical environment, especially Chesapeake Bay	• Alternative sources of energy may have impact on port activity
• Technology development	• Continued low wages
• Multi-modal transportation center	• Environmental regulations
• United region (when this makes sense)	• Decay of core cities
• Expanded tourism and culture	• Governmental competition
	• Water supply
	• Uncontrolled sprawl

Issues

The following issues were identified as being critical in order to allow Hampton Roads to become a world class, economically competitive region .

1. Hampton Roads need not be structured (government) as a unified region, but it must become accustomed to acting like a region in the growing world economy.
2. Hampton Roads must focus on both enhancing its strategic assets and correcting its weaknesses.
3. Job growth and wage growth are two of the critical performance areas in which Hampton Roads must improve to remain competitive.
4. Regionalism is a difficult issue to communicate to the general public. The region must do a better job of communicating and discussing this issue with its citizens.
5. Both the private and public sectors must come together to be competitive on the world stage.

Hampton Roads need not be structured (government) as a unified region, but it must become accustomed to acting like a unified region in the growing world economy.

D. Major Strategies for Hampton Contributing to a Healthy Region

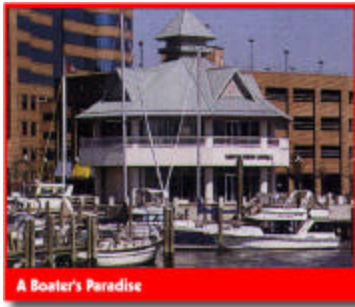
Strategy 1: Support Existing Regional Efforts

There are a variety of regional efforts underway that appear to be quite successful. These initiatives have representation from the political, economic, education and community sectors of the region and encompass participants from the 15 Hampton Roads cities and counties. Some of these efforts include Plan 2007, the Hampton Roads Partnership, the Hampton Roads Planning District Commission and the Peninsula Mayors & Chairs. The Hampton planning effort could in no way replicate the representation or outstanding work of these groups. Therefore, rather than develop its own strategies, the outcome group decided to review and endorse the existing regionally developed initiatives including but not limited to:

1-1. Existing regional job growth strategies

- creation of the Hampton Roads Technology Council to foster coordinating technology development organizations throughout the region
- balance economic development efforts among creating, attracting, expanding and retaining business and industry
- create a Hampton Roads economic development organization to market Hampton Roads
- consolidate/realign the existing Peninsula economic development agencies into one cohesive agency





*There are a variety
of regional efforts
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successful
Hampton city
government and
residents should be
encouraged to
support these
initiatives.*

- build on the region's successes in regional cooperation by encouraging local governments to look for additional methods of providing uniform and cost effective regional services
- provide capital availability to entrepreneurs
- infuse Hampton Roads with entrepreneurial spirit
- capitalize on special opportunities for job creation
- support the efforts of the Virginia Peninsula Work Force Development Commission
- support the regional MAPPS process
- attempt to secure additional funding for regional tourism marketing
- identify technology transfer and specialized service opportunities from the various government agencies in the region to facilitate their introduction, production and marketing in the private sector in Hampton Roads

1-2. Existing regional core cities/suburbs strategies

- support full state funding of regional competitiveness fund, as recommended by the Urban Partnership

1-3. Existing regional environmental quality strategies

- regional tributary strategy
- Chesapeake Bay agreement
- develop brownfield site programs
- develop a regional greenways plan
- regional preservation of natural areas of significance

1-4. Existing regional infrastructure strategies

- identify and prioritize regional infrastructure needs to enhance the region's competitive position in education, transportation, workforce training and quality of life amenities
- foster collaboration with the Department of Defense to make Hampton Roads the primary East Coast seaport, military base and defense support system
- provide uniform standards for businesses to follow throughout Hampton Roads (e.g. uniform siting of telecommunications towers)
- create an intermodal transportation center between NIT, Norfolk Naval Station and the Norfolk Naval Air Station
- increase ship calls and tonnage throughout the ports of Hampton Roads
- develop strategic alliances to provide seaport, rail and highway access one-stop stop in Hampton Roads, and

- market aggressively
- develop enhanced regional air service through joint planning by the Norfolk and Newport News-Williamsburg airport authorities
- enhance internal transportation linkages to facilitate movement of tourists within the region
- connect both sides of the region with light rail
- merge the Peninsula and Southside transit authorities

1-5. Existing regional quality of life strategies

- identify strategic quality of life projects through the regional MAPPS process
- develop a regional quality of life index for comparisons to other regions
- create a multitude of choices in culture, recreation, arts, entertainment, health care and housing

Strategy 2: Support the Adoption of Indicators at the Regional Level

Existing regional efforts have been successful at generating strategies to improve the quality of life in Hampton Roads. However, there has not been a lot of attention given to the development of quantifiable indicators that can measure the effectiveness of these strategies. The outcomes and indicators developed by the Hampton outcome group could be used as a model for the type of work that should be done regionally; and, there was a lot of interest by the group in Hampton initiating a regional dialogue about the need for such measurements. Once developed, the indicators could also be used to help communities target their investments to the strategies likely to make the biggest improvement in the regional outcomes.

However, there has not been a lot of regional attention given to the development of quantifiable indicators that can measure the effectiveness of these strategies.

Strategy 3: Educate the General Public about the Importance of Regionalism

The region focus group felt strongly that there needed to be more community education about the importance of regional issues to Hampton's fiscal well-being. There was a general belief that most Hampton residents believe regionalism is about whether to participate in the financing of sports facilities. There is little understanding even among many in the business community about regional economic issues. The work of David Rusk, *Cities Without Suburbs*, highlights the issues well and should be shared with as many as possible. Some possible activities that can be undertaken to better educate the public on these matters include:

- A fairly high level staff person in the City should be in charge of coordinating regional issues
- The City's Marketing & Communications department can





There is little understanding even among many in the business community about regional economic issues.

be used as a depository for citizens seeking regional information. The department should also use its regular communication tools (such as *What's Hot in Hampton* and *Issues*) to provide more in-depth information/background on the importance of regionalism to Hampton's economy.

- The City and its elected officials should hold periodic forums and community discussions about important regional issues. The regional working groups (such as Plan 2007, the Partnership and Mayors & Chairs organizations) should also be encouraged to do the same.
- Hampton should ask each entity that is working on a regionally significant issue to prepare a briefing sheet on the issue. These fact sheets can be shared with the newspapers and can be incorporated into City publications.
- The local newspaper should provide a regular forum for information dissemination on regional issues. The newspaper should be encouraged to cover the broader issues (such as the Urban Partnership agenda) as well as the topical areas (such as arena financing).
- Regional issues are currently being discussed from the elected leadership level only. Hampton should attempt, where possible, to use a more "bottoms up" approach for engaging the average citizen in understanding the issues.
- Hampton should explore, with other communities, the possibility of a newsletter devoted exclusively to regional issues.

CUSTOMER DELIGHT ~~ THE GOVERNMENT-CUSTOMER RELATIONSHIP

A. Vision Statement

Hampton City government will exceed its customers' expectations by providing unparalleled service.

B. Outcomes and Indicators

OUTCOME	Indicators
COST OF CITY SERVICES	<ul style="list-style-type: none"> Decrease in the total cost per unit of service delivery for each City process
CONVENIENCE OF CITY SERVICES	<ul style="list-style-type: none"> Increase in the customers' assessment of the convenience of accessing City services Increase in the customers' assessment of the ease of interacting with the City for information needs or problem resolution
TIMELINESS OF CITY SERVICE DELIVERY	<ul style="list-style-type: none"> decrease in the amount of time it takes to complete transactions for each process/service
REALLOCATION OF RESOURCES TO OUTCOME PRIORITIES	<ul style="list-style-type: none"> Increase in the total dollars freed-up through reengineering & internal restructuring efforts Increase in the total man-hours freed-up through reengineering & internal restructuring efforts

We live in a very customer-oriented world where virtually everything a person wants to do can be done 24 hours a day, at the person's convenience.

C. Summary of Current Conditions/Environmental Scan Summary

Findings

GLOBAL TRENDS

People are Increasingly Frustrated with Local Government Service Delivery





While the rest of the world has adapted to become more customer-oriented, local governments have typically failed to keep pace most localities continue to operate their services during normal business hours .

- We live in a very customer-oriented world -- virtually anything a person wants to do can be done 24 hours a day (24 hour banking with ATMs; 24 hour shopping via internet, television and catalogue networks; 24 hour education through on-line universities, etc.).
- While the rest of the world has adapted to become more customer-oriented, local governments typically have failed to keep pace.
- Most local governments continue to operate their services during normal business hours (emergency services are the notable exception) .
- With the increasing number of two-parent working or single parent working families, most people find it difficult to interact with city government, having to take off from work to do business with their city government.
- This fact, coupled with a world that is increasingly geared toward consumer convenience, causes many to feel frustrated with local government.

City Budget Issues

- There are long-term, fundamental issues that make the City annual budget development difficult -- the major sources of revenue have been experiencing only 1-3% per year growth while the demands on the expenditure side (mandates, employee compensation, schools, etc.) have been growing at a much higher rate.
- This forces the annual budget to be resolved by either reducing services, eliminating positions, raising taxes, postponing major needs, etc. -- but these are short-term solutions to a long-term problem.
- Residents are generally not supportive of either tax increases or reduced services -- when cities do these things, they gradually erode residential support/tolerance for the more strategic investments that need to be made.
- There are only two politically feasible things governments can do to solve these long-term, fundamental budget imbalance issues: redesign/reengineer city services to increase customer satisfaction with government and generate budgetary savings (i.e. change the expenditure equation significantly) AND invest in the types of activities which will cause the tax revenues to grow faster than they would without intervention (i.e. change the revenue equation significantly).

Technology Makes Redesigning City Services Easier

- The availability of new, interactive technologies allow organizations to redesign their services.
- Sometimes these technologies are used to allow for 24 hour service (ex. ATMs allow access to banking services even when bank offices are closed).
- Sometimes these technologies are used to redesign work so that one person can perform the tasks several people had to perform prior to such advances.

- These technologies are increasingly being used by local government to radically redesign work to achieve increased customer convenience AND budgetary savings.

ABOUT HAMPTON...

To assess the current state of customer delight, we relied on annual Citizen perception survey results and we conducted a special survey of Neighborhood College alumni, current students and the current students neighbors. Residents report the following about their experiences with city government and staff:

Strengths/Weaknesses of Hampton City Government s Customer Relationships Opportunities/Threats for Hampton City Government s

Strengths	Weaknesses
<ul style="list-style-type: none"> • Employees are polite and courteous 	<ul style="list-style-type: none"> • It is hard to interact with the City if one is not knowledgeable about city operations
<ul style="list-style-type: none"> • City employees work very hard Hampton city government uses less people to get work done than other city governments 	<ul style="list-style-type: none"> • When citizens call, they get transferred too many times
<ul style="list-style-type: none"> • Employees genuinely seem to care about the community 	<ul style="list-style-type: none"> • It is rare that the first person a customer sees/talks with can help the customer with all his/her needs
<ul style="list-style-type: none"> • Workers are efficient 	<ul style="list-style-type: none"> • Because of the City s hours, a person really needs to be retired or unemployed to conveniently interact with most City departments
<ul style="list-style-type: none"> • The City really tries hard to get citizen input 	<ul style="list-style-type: none"> • It is often hard to understand what city employees are saying; they seem to have their own language
<ul style="list-style-type: none"> • Outreach to neighborhoods has been excellent 	<ul style="list-style-type: none"> • Some citizens feel as if they get the run-around when dealing with the City departments
	<ul style="list-style-type: none"> • City staff can be too driven by the way it always has been

New technologies allow government to radically redesign work to achieve increased customer convenience AND budgetary savings.





Customers want excellent core service delivery before they are willing pay for investments in the region or in the expansion of the local tax base.

Customer Relationships

Opportunities	Threats
<ul style="list-style-type: none"> Hampton city government is known to be one of the more innovative public organizations 	<ul style="list-style-type: none"> The general anti-government mood at the national and state levels may result in local citizen discontent and increased pressure to change faster than the organization can
<ul style="list-style-type: none"> Citizens are generally satisfied with the basic level of city services and the work of city employees (as evidenced by annual citizen survey results) 	<ul style="list-style-type: none"> Nationally, poor government-citizen relationships have led to tax revolts
<ul style="list-style-type: none"> Initial reengineering projects such as the redesign of the permitting process and the property maintenance inspections process have resulted in significantly increased levels of customer delight, indicating that the basic techniques are being applied appropriately in the City 	<ul style="list-style-type: none"> Changing city services to be more customer oriented requires fundamental cultural shifts that are difficult to achieve in the short-term (ex. different hours, different work approaches, etc.)

Issues

1. **Customer Delight** - The City recognizes the importance of providing service that exceeds customer expectations ~~ for if we provide only satisfactory service, we will never engender the type of customer loyalty or trust we will need to make strategic investments in other areas. Customers want excellent core service delivery before they are willing to pay for investments in the region or in the expansion of the local tax base.
 2. **Generating internal savings that can be redirected to outcome priorities** - There will be inadequate growth in the tax base to finance all the investments proposed by the Strategic Plan. Since the public is unlikely to support tax increases to finance these improvements, much of the funding will need to come from internal savings. The challenge is to do so without compromising basic service delivery quality.
-

D. Major Strategies for Customer Delight

Strategy 1: Adopt a Redesigned, Comprehensive, Integrated Approach to Customer Service

It is very difficult for residents to interface with city government. Our hours are inconvenient and, for many residents, it is difficult to figure out which department to call for information or assistance. The City should make it as easy to get basic service delivery as it is to get emergency services. By doing so, customers will become more delighted with city government.

Components

1-1. Establish a customer service/call center that allows residents to call one, easy-to-remember phone number, any time of the day to access any service they require (non-emergency 911). Our data suggests the biggest frustration people have with our organization is its lack of accessibility and simplicity for customers. Customers complain that they are often passed from department to department to get even basic answers to questions; that within departments, they often have to talk to many people to get a response; and, that rarely are their needs addressed by one department. Our organization has inadvertently created a complex maze that our customers need to negotiate whether they seek basic information, want to rectify a perceived problem or request special service. Worse yet, we force residents to negotiate this complex maze when it is least convenient for them -- during the day when many of them work. We believe residents would respond overwhelmingly to a system which does the work for them. If our vision is implemented, customers would only have to call one easy to remember phone number. Customer service representatives would either answer the question immediately on the phone or arrange to dispatch resources to respond to a problem. Customer service representatives should be given the authority to dispatch resources to all those problems requiring immediate attention (such as missed garbage collections, sewer stoppages, downed trees, etc.). If necessary, the customer service representative would take down all pertinent information to further pursue the customer's concern. The customer service representative would arrange an agreeable time for the customer to be called back by the customer service representative or someone else with decision making authority.

1-2. Establish interdepartmental teams to work with each neighborhood or major area of the City. Team members would be liaisons between the neighborhoods and city departments. In addition to solving complex problems where more than one department's intervention is needed, the team concept would help staff become better acquainted with other city operations and have a larger stake in the quality of life in the neighborhoods in which they work.

There are several immediate steps the City government can take to improve customer service from implementing a customer call center to creating neighborhood service delivery teams.





Any organization that is concerned about customer satisfaction must have a way of tracking it.

1-3. Establish a city-wide customer feedback/complaint tracking system. Any organization which is concerned about customer satisfaction must have a way of tracking it. If you cannot measure satisfaction/dissatisfaction in a consistent way, there is no sound way of determining success. In the absence of a data collection system which can measure and track customer perception of service delivery, our organization is left to make assumptions based on anecdotal evidence at best. More importantly, by measuring customer satisfaction in a consistent fashion, we believe that employees and the city organization would become more concerned with and focused on pleasing the customer. Employees would be encouraged to modify behavior and/or find creative ways to help create/sustain a high level of satisfaction.

1-4. Explore the use of extended hours at City Hall and/or mini-service centers located at places residents would find convenient. A good choice would be a retail location which offers more convenient hours. Other satellite locations could include neighborhood fire stations, libraries, schools, military bases etc. Non-staffed locations that offer informational/transaction processing kiosks could be offered at banks, grocery stores, convenience stores, etc.

Resources Required

- The resources to implement most of the components of this strategy are already in place within the existing City budget. We are already handling the volume of calls, inquiries and complaints we receive; we just aren't handling them very effectively from the customers perspective.
- All the resources we would need to implement this new vision are compartmentalized throughout the various city departments. The city manager will need to consider reallocation and cross-training of the staff that currently handle customer inquiries and problems.
- Training of staff -- whether they are transferred from existing positions or hired into new ones -- will need to be intensive and a major priority of the organization.
- New resources will be required for the purchase of the software system needed to track customer calls, feedback and complaints. However, assuming the City Manager and City Council continue to fund reengineering technology in the City's capital budget (FY 98: \$100,000), the purchase and installation of the software will not be difficult.

Role of Community Partners

- This is a city government responsibility. However, the City can learn much from studying the best customer call centers in the region (ex. USAA).

Expected Return on Investment

- Decrease in the # phone calls transferred
- Decrease in the wait time for customer problem resolution
- Increase in the ease of contacting the City for information and problem resolution
- Increase in the number of residents reporting concerns
- Increase in the number of positive customers comments received
- Increase in annual citizen satisfaction ratings (especially those reporting delight)

Implementation Schedule

Action	Time	Measures of Success
CUSTOMER CALL CENTER <ul style="list-style-type: none"> • Collect customer call data to determine volume of calls by department, types of calls & appropriate answers, and # of people supporting call intake • Determine manning plan (i.e. which departments will contribute what level of staffing to operation) • Purchase, install and test customer call handling/tracking software • Select & train staff 	Operational by January, 1999	<ul style="list-style-type: none"> • Increase in the customers assessment of the convenience of accessing City services • Increase in the customers assessment of the ease of interacting with the City for information needs or problem resolution
NEIGHBORHOOD TEAMS <ul style="list-style-type: none"> • Make assessment of Southwest Area Team pilot • Develop a plan for operationalizing concept in other 3 quadrants of the City • Bring area teams on line for each quadrant of the City, one at a time, over a two year period 	All four quadrants of the City served by January, 2000	<ul style="list-style-type: none"> • Increase in the customers assessment of the convenience of accessing City services & the ease of interacting with the City for information needs or problem resolution

The resources needed to implement most of the components of this strategy are already in place within the existing City budget they just need to be reallocated to work better for the customer.



Strategy 2: Commit to a 5-year Schedule of Reengineering



City services can be redesigned to improve the convenience, speed and quality of service while also achieving cost savings.

Action	Time Frame	Measures of Success
CUSTOMER FEEDBACK/ COMPLAINT TRACKING <ul style="list-style-type: none"> Should be part of the software purchased for the customer call center To be implemented at customer call center first, followed by a roll-out to all city departments 	Use in call center by January, 1999; use in all depts by July, 1999	<ul style="list-style-type: none"> The customer feedback & tracking system is the tool through which data will be collected to assess the performance of the call center AND city department service delivery
USE OF EXTENDED HOURS & SPECIAL LOCATIONS <ul style="list-style-type: none"> Expand services offered at Coliseum Mall satellite location Explore the use of other community facilities (such as fire stations, libraries, etc.) and vacant commercial space to offer additional satellite locations with extended hours Pursue the use of technology (ex. Internet) for conducting business with the City 	Begin immediately; some technology applications may be long-term	<ul style="list-style-type: none"> Increase in the customers assessment of the convenience of accessing City services Increase in the customers assessment of the ease of interacting with the City for information needs or problem resolution

Government Services

The adoption of an integrated, comprehensive approach to customer service will make immediate impressions with City residents. But, good customer service will not be enough to sustain positive customer feelings about city government if the basic services offered throughout the community are not similarly improved. Prior experience has taught us that City services can be redesigned to improve convenience, speed and quality of service while also achieving cost savings. These dramatic improvements in cost, quality, speed and convenience are only possible when the delivery of services is reconsidered/redesigned. This is known as reengineering. The Customer Delight stakeholder group believes that reengineering has been successful in Hampton and that it is a practice which should continue and, in fact, be hastened. Such an emphasis will allow the City to sustain customer delight and generate internal savings

to finance other strategic investments. Accordingly, a 5-year schedule of reengineering priorities has been proposed. If this schedule is followed, 75% of the City services will be redesigned/evaluated within the 5-year period.

Components

2-1. The Customer Improvement Plan is a schedule of activities the city government will undertake to evaluate and/or redesign 75% of its services/processes over a 5 year period. It is both a commitment and a plan. The schedule represents a commitment to change city services to be more customer oriented; but, it is a plan because the order/priority of the changes may vary slightly over time. While it is the general intent to follow the schedule outlined below, the city government should have the flexibility to re-order priorities based on customer demand/ interest, internal needs and Council priorities.

Resources Required

- The City Manager will need to continue to commit the time of at least two high-level staff people (currently an Assistant City Manager and a department head) to facilitate the reengineering/redesign teams.
- Each reengineering team will need the participation of city employees tasked with performing the particular process being redesigned, customers of the process and city employees well trained in reengineering principles but who do not have a direct stake in the outcome of the redesign.
- The City will need to continue to budget resources for implementing the redesigned processes existing budget includes \$100,000 for technology investments and \$75,000 for training and part-time/contractual staffing needed during implementation.
- The City will also need to dedicate manpower to implementation.

Role of Community Partners in Implementation

- We will need the active participation of residential and business customers of the various city processes/services on the reengineering teams.
- These customers can also play a valuable role during the implementation of reengineering team recommendations.

Expected Return on Investment

- Decreased cost of providing services reengineered
- Increased convenience for customers of services reengineered
- Increased speed of services reengineered

The Customer Improvement Plan is a schedule of activities the city government will undertake to evaluate and/or redesign 75% of its services over a 5 year period.





- Savings (manpower and dollars) that can be reallocated to other budgetary/outcome priorities
- Successful implementation of reengineering team recommendations
- A workforce focused on achieving Customer Delight
- Improvement in stated outcomes/indicators

Implementation Schedule

Implementation Schedule

This schedule represents a commitment to change city services to be more customer oriented.

Action	Time	Measures of Success
YEAR 1 TARGETS		
A. Implementation of Redesigned Services/Processes	CY 1998	<ul style="list-style-type: none"> • Decrease in actual cost of services • Increase in convenience of service, from customer perspective • Decrease in time per transaction for each service • Freed-up dollars or man-hours for reallocation to outcome priorities or budget development
<ul style="list-style-type: none"> • Procurement changes recommended by employee/customer reengineering team (i.e. on-line procurement systems & credit card procurement) • Customer information & problem resolution process changes recommended by customer/employee reengineering team (i.e. call center & neighborhood teams) • Customer delight task force recommendations on organizational efforts to reinforce customer focus 		
B. Redesign/Evaluation Priorities		
<ul style="list-style-type: none"> • Land proposal/land use development process • Enforcement of special code & conditions process • Equipment maintenance, repair & replacement process • Payroll process 		

Action	Time Frame	Measures of Success
YEAR 2 TARGETS		
A. Implementation of Redesigned Services/Processes <ul style="list-style-type: none"> Recommendations of land use/development reengineering team Recommendations of codes & special conditions reengineering team Recommendations of equipment maintenance, repair & replacement reengineering team Recommendations of payroll reengineering team B. Redesign/Evaluation Priorities <ul style="list-style-type: none"> Infrastructure maintenance process Leisure services/special events process Employee services & devel- 	CY 1999	<ul style="list-style-type: none"> Decrease in actual cost of services Increase in convenience of service, from customer perspective Decrease in time per transaction for each service Freed-up dollars or man-hours for reallocation to outcome priorities or budget development
YEAR 3 TARGETS		
A. Implementation of Redesigned Services/Processes <ul style="list-style-type: none"> Recommendations of infrastructure maintenance reengineering team Recommendations of leisure services reengineering team Recommendations of employee services & development reengineering team 	CY 2000	<ul style="list-style-type: none"> Decrease in actual cost of services Increase in convenience of service, from customer perspective Decrease in time per transaction for each service Freed-up dollars or man-hours for reallocation to outcome priorities or budget development

City services will be evaluated and redesigned by teams of employees and customers working together to reengineer the processes involved in producing the products customers expect.





The City Manager will need to continue his commitment to reengineering by providing high-level leadership to the projects.

Action	Time	Measures of Success
B. Redesign/Evaluation Priorities <ul style="list-style-type: none">Contract management processMarketing/promoting the city processEmergency response processBudget/CIP planning process	CY 2000	
YEAR 4 TARGETS		
A. Implementation of Redesigned Services/Processes <ul style="list-style-type: none">Recommendations of contract management reengineering teamRecommendations of marketing/promoting the city reengineering teamRecommendations of emergency response reengineering teamRecommendations of budget/CIP reengineering team	CY 2001	<ul style="list-style-type: none">Decrease in actual cost of servicesIncrease in convenience of service, from customer perspectiveDecrease in time per transaction for each serviceFreed-up dollars or man-hours for reallocation to outcome priorities or budget development
B. Redesign/Evaluation Priorities <ul style="list-style-type: none">Healthy family & prevention processNeighborhood improvement processData management process		
YEAR 5 TARGETS		
A. Implementation of Redesigned Services/Processes <ul style="list-style-type: none">Recommendations of healthy family/prevention reengineering teamRecommendations of neighborhood improvement reengineering teamRecommendations of data management reengineering team	CY 2002	<ul style="list-style-type: none">Decrease in actual cost of servicesIncrease in convenience of service, from customer perspectiveDecrease in time per transaction for each serviceFreed-up dollars or man-hours for reallocation to outcome priorities or budget development

Action	Time Frame	Measures of Success
B. Redesign/Evaluation Priorities <ul style="list-style-type: none"> Financial assistance/self-sufficiency process Legal assistance process Education of the public process 	CY 2002	

Strategy 3: Take Steps to Institutionalize the Customer Delight Focus and Ensure that Reengineering Efforts are Implemented in a Timely Fashion

Too often, major organizational efforts are seen as just another management fad . It is important that the City workforce understand that a customer focus is far more than that. The City government must take steps to convey the importance of delighting the customer and to convince the workforce that it is a long-term strategy. Similarly, the City government must commit to implementing the changes that result from reengineering efforts in a timely fashion. Otherwise, the workforce and the citizenry will question the sincerity of a customer focus. While prior reengineering efforts have been very successful, the implementation periods have taken far longer than expected. Accordingly, the Customer Delight stakeholder group has recommended a comprehensive strategy for both institutionalizing the customer focus and ensuring timely implementation of reengineering efforts. The Customer Delight group drew upon research done on organizations which successfully sustain reengineering initiatives over the long-term. The research of David Osborne and Pete Plasterick found that the most successful reinvention efforts occur when implementation efforts are geared to respond to five key factors. Accordingly, the components of this strategy have been developed in accordance with these areas.

Too often major organizational efforts are seen as just another management fad . It is important that the City work force understand that a customer focus is far more than that.

Components

3-1. The Purpose Components. The organization needs to see the customer focus/reengineering effort as a priority of the City Manager & his staff. They need to see customer service as a part of everyone's job. And, they need to see the organization value great customer service.

- prominent visibility of reengineering initiatives within the organization (ex. leadership of the effort by the City Manager and/or a key assistant)
- commitment of resources necessary for implementation
- constant organizational attention (ex. newsletter dedicated to





ANNUAL
REPORT

Successful & speedy reengineering implementation should be a major part of every department head's performance contracts with the City Manager.

Customer Delight detailing things employees can do, have done and the status of reengineering efforts)

3-2. The Accountability Components. The Manager must be willing to hold the organization accountable for reengineering implementation/success.

- successful/speedy reengineering implementation should be a major part of the departments heads performance contracts implementation of reengineered processes cannot be given equal value as performing the status quo or there will not be any particular emphasis given to such efforts; therefore, weighted values on implementation projects should be considered
- when implementation begins, those involved should be required to submit a timetable to the customers oversight group (referenced below) and City Manager for review; if the schedule is exceeded, the Manager should grant achievement awards; if the schedule is not met and there are not valid reasons, the Manager should consider negative sanctions
- involvement of customers in on-going oversight of effort there should be an reengineering oversight group comprised of the external customers who have been involved in the redesign of processes being implemented; these customers would have dual roles: (1) to support and advise those involved in implementation when questions or concerns surface and (2) to make reports to the City Manager and City Council on the progress of implementation (i.e. whether reengineering recommendations are being pursued in a timely fashion)
- there should be an annual report made to citizenry on the success of this initiative;

3-3. The Incentive Components. The organization needs to have incentives which constantly focus the organization on great customer service.

- departments should develop customer service standards for all city services. If the standard is not met for a particular customer, the customer should have some redress (ex. if a permit is not issued in the appropriate time frame, it is free)
- there should be easy ways for customers to report excellent, as well as poor service
- there should be a well publicized incentive system to recognize and reward employees who have delighted a customer (the employee focus group on Customer Delight has recommended such a system)

3-4. The Power/Control Components. Employees and managers need to be empowered to make decisions that honor the customers needs

within reason.

- publish a bi-weekly or monthly newsletter that tells the stories of employees who successfully honor customer needs to both reinforce that the organization is serious about empowerment and to help other employees gain insight into the things they can do to delight the customer

3-5. The Culture Components. Align all aspects of the organization around the customer focus.

- make pay systems partially dependent on customer feedback
- rewrite job descriptions to make great customer service an expected part of everyone's job
- devote a significant portion of new employee orientation to the issue of delighting the customer
- focus a reward/recognition system around customer reports of excellent service make good customer service a part of everyone's job description: etc.)

Resources Required

- Strong executive leadership is required to ensure successful implementation of reengineering & customer delight initiatives -- the City Manager must be willing to make the city organization accountable for change
- The Manager should continue to dedicate full-time staff from the Manager's Office to the effort -- this is important to demonstrating commitment to the effort and to keeping reengineering efforts moving forward
- Current budgetary allocations for training and technology need to be continued in future fiscal years
- All city department heads need to be encouraged to do all they can to support reengineering implementation and to set a customer oriented climate within their departments
- The employee reward/recognition system will need some financial support

Role of Community Partners

- This is primarily a city government responsibility. However, the City can learn much from private sector organizations within the community.
- A citizen oversight/advisory group should be appointed and should include customers who have served as reengineering team representatives.

Providing great customer service should be a part of everyone's job and all employees should be clear about this expectation.





*The City Manager
must be willing to
make to make the
city organization
accountable for the
for change.*

Action	Time Frame	Measures of Success
SHORT-TERM ACTIVITIES		
<ul style="list-style-type: none"> • Begin regular communication with the work force on the Customer Delight & reengineering initiatives through a periodic newsletter • Review/modify/implement an employee recognition & reward system designed to promote the customer focus • Add reengineering implementation as a component to department head performance evaluations • Develop a method of involving customers in the implementation of reengineering activities (perhaps an oversight group) 	CY 1998	<ul style="list-style-type: none"> • # reengineering projects successfully implemented • # customers reporting excellent service
INTERMEDIATE ACTIVITIES		
<ul style="list-style-type: none"> • Rewrite job descriptions to make clear that customer service is a part of everyone's job • Make pay systems at least partially dependent on customer feedback • Redesign employee orientation to devote a significant portion to the customer delight focus • Develop easy ways for customers to report excellent service 	CY 1999	<ul style="list-style-type: none"> • # reengineering projects successfully implemented • # customers reporting excellent service
LONG-TERM ACTIVITIES		
<ul style="list-style-type: none"> • Develop customer service standards and redress options 	CY 2000	<ul style="list-style-type: none"> • # customers reporting excellent service

PARTICIPANTS IN THE STRATEGIC PLANNING PROCESS

STRATEGIC PLAN COORDINATION COMMITTEE

Healthy Families

Citizen Representatives

Dr. Joanne Fama
Hampton City Schools

Linda Hansen
Alternatives

Staff Representatives

Cindy Carlson, Walt Credle, Mike Monteith, Doug Perry

Healthy Neighborhoods

Citizen Representatives

Jerome Kidd
North King Street Council
Neighborhood

Eunice Ricks
Wythe-Phenix

Staff Representatives

Ted Henifin, Joan Kennedy, Laurine Press, Kasia Grzelkowski

Healthy Business Climate

Citizen Representatives

Benjamin A. Williams, III
Patten, Wornom & Watkins

Clyde Hoey
Chamber of
Commerce

Staff Representatives

Sheryl Bailey, Diane Foster, June McPartland, Pete Peterson

Healthy Region

Citizen Representatives

A. Cameron Blandford
Newport News Shipbuilding

Steve Adams
POMOCO Group

Staff Representatives

Michael Curry, Terry O Neill, Pat Thomas, Joe Tsao

Customer Delight

The Coordination Committee was convened to consider the five work group reports as a collective work. Specifically, the team discussed connections, conflicts and gaps among the individual reports.

Citizen Representatives

John Ishon
Hampton Stationary

Sam Daniel
Neighborhood
College

Staff Representatives

Mary Bunting, Greg Cade, Steve Shapiro, Jesse Wallace

Healthy Race Relations***Citizen Representatives***

Lonnie Ballard
Citizens Unity Commission

Tommy Southall
Citizens Unity Commission

Staff Representatives

Mary Bunting, Michelle Woods Jones

Strong Schools***Staff Representatives***

Dr. Billy Cannaday, Dr. Joanne Fama, Dr. Rebecca Lett

*The families work
group included
participants from
the School System,
non-profits, the faith
community the
criminal justice
system and citizen
volunteers.*

STRATEGIC PLAN FOCUS GROUPS**** Healthy Families Focus Group***

Convenor: Michael Monteith, Assistant City Manager

Community Participants:

Reverend Timothy Boddie, Church
Judy Braithwaite, School Board
Linda Curtis, Criminal Justice
Dr. Joanne Fama, School System
Linda Hansen, Youth Perspective
John Johnson, Non-Profits
Ivy Lee, School System
Bill Massey, Citizen Volunteer
K6ate McIntire, Non-Profits
Carol Riley, Citizen Volunteer
Dr. Turner Spencer, City Council Member
Jim Thomas, Criminal Justice
Jim Wilson, Recreation & Leisure

Staff Group

Dr. Bill Berg, Health Department

Cindy Carlson, Coalition for Youth
 Walt Credle, Social Services
 Diana Hughes, Clerk of Council
 Martha Miller, Parks & Recreation
 P.G. Minetti, Chief of Police
 Doug Perry, Director of Libraries

✧ *Healthy Neighborhoods Focus Group*

Convenor: Joan Kennedy, Director of the Neighborhood Office

Neighborhood College Volunteers

Andy Bigelow, Riverdale
 Sadie Brown, Old Hampton
 Michael Canty, School System
 Barry Davis, Michael s Woods
 Mary Johnson, Newtown
 LaVon Marrow, Semple Farm Road Area
 Andre McCloud, Wythe-Phenix
 Will Moffett, Old North Hampton
 Gloria Pressley, Wythe-Phenix
 Eunice Ricks, Wythe-Phenix
 Rick Routten, Foxhill Civic League
 Tommy Southall, Wythe

Neighborhood Commission Nominations

Sondra Deibler, GSH Real Estate, realtor perspective
 Rich Goll, Alternatives, non-profit perspective
 Bill Johnston, School System, education perspective
 Linda Robinson, Extension Service, community services perspective
 Freddie Simmons, Community Services Board, non-profit perspective

City Council

Mamie Locke, City Council Member

Citizen Volunteers

George Baisley
 Dr. Harriet Bauer
 Steve Brown
 Lillian Gist
 Becky Harris
 Harold Johns

The neighborhood work group met weekly during the strategic planning process. Its members came from citizen volunteers, Neighborhood Commission nominees and former Neighborhood College students. Certain organizations that support neighborhood development were also asked to participate.

Jerome Kidd

Staff Group

Kasia Grzelkowski, Neighborhood Office

Ted Henifin, Director of Public Works

Rudy Johnston, City Assessor

Frank Lofurno, Housing Authority

Laurine Press, Director of Parks & Recreation

Steve Shapiro, Director of Codes Compliance

Major Tom Townsend, Police

Sheila Williams, Neighborhood Office

The business work group broke into subcommittees to develop recommendations on each of the major outcome areas jobs, retail, tourism and high value housing. An executive committee examined the work of the four sub-groups and approved the final, completed work plan.

✧ **Healthy Business Climate Focus Group**

Convenor: Sheryl Bailey, Director of Financial Policy

Community Participants:

Lt. Col. Larry Allen, Military

Richard Andrews, VEC

Wallace Arnold, Information Technology Solutions

Rick Bagley, Citizen Volunteer

Joe Barto, Camber Corporation

Holly Berard, LaQuinta Inn

Graeme Bisdee, Arrow Inn

Terry Bjorklund, Gateway 2000

Charlie Breen, Fisherman's Wharf

Arthur Brooks, Hampton University

Robert R. Brown, Robert Brown & Associates, Inc

Robert Carsey, Holiday Inn Hampton-Hotel & Conference Center

John Chohany, Second Street Restaurant & Tavern

Kelly Clark, Days Inn Hampton

Carol Conway, Blue Skies Gallery

Arleen Crittenden, Phoebus Improvement League

Ursula Deloatche, Nations Bank

Bob Fleming, Camber Corporation

Donna Frazier, Hampton Inn

Richard Gill, Gill Refrigeration

Peter F. Gozza, Coliseum Central Business Improvement District

Captain Mike Hebert, *Miss Hampton II*

Charlie Hill, Citizen Volunteer

Kim Hinson, Air & Space Museum

Clyde Hoey, Virginia Peninsula Chamber of Commerce

Ruby Holcomb, Crestar Bank

William J. Holloran, Jr., Small Business Development Center

Vic Johnston, Langley Air Force Base
Lynette Jones, Actor s Guild
Bill Kelly, Radisson Hotel Hampton
Tim Kelly, Gateway 2000
Benton Knight, Benton Knight, Ltd.
P. J. Mallicott, Builder
Janice Manders, Downtown Hampton Development Partnership
Linda McNeeley, Council Member
William E. McNeeley, North Hampton Civic Association
Kim Meadows, Strawberry Banks Inn
Bruce Meyers, Hampton Roads Vending
Enid Moorman, Howmet
Dennis Mroczkowski, The Casemate Museum
James Parham, Hampton University
Charles Parker, Citizen Volunteer
Mahesh Patel, Comfort Inn
Cary Patrick, Citizen Volunteer
Roy Pearson, The College of William & Mary
B. Carter Phillips, Law Office of Walter C. Whitt, Jr., P.C.
Debra Ramey, Shopping Center Group
Pat Richardson, Realtor
Eunice Ricks, Citizen Volunteer
Linda Shifflette, Hampton City Schools
Baxter Simmons, Hampton Dairy Queen
Shelley Smith, Courtyard by Marriott
Victor Sparber, Jay Plastics
Dr. Lisa Spiller, Citizen Volunteer
Joseph Spencer, Council Member
Elizabeth Thompson, Builder/Developer
Tommy Thompson, Builder/Developer
Michael Toepper and Terry Sweet, Fire and Ice
William L. Toner, Pembroke Enterprises, Inc.
Tony Torbati, Quality Inn & Suites Conference Center
Claude Vann, Citizen Volunteer
Terrie Viars, Citizen Volunteer
Elsie Ward, Fairfield Inn by Marriott
Al Warnock, Chamberlain Hotel
John Whaley, HRPDC
Ben Williams, Patten, Wornom & Watkins
Joan Williams, Allen Management Company
Joy Wilson, Red Roof Inn
Dot Wright, Abbitt Realty Co.
Gil Yochum, Old Dominion University
James E. Yonkos (retired military)

Tonya Yonkos, Citizen Volunteer
 Jeanne Zeidler, Hampton University Museum

Staff Group:

Cindy Carlson, Coalition for Youth Director
 Brian DeProfio, City Manager's Office
 Dianne Foster, Director of Minority Programs
 Kathy Grook, Retail Development Office
 Dan Girouard, Marketing
 Rudy Johnston, City Assessor
 Steve Mallon, Director of Development
 June McPartland, Director of Retail Development
 Terry O'Neill, Director of Planning
 Pete Peterson, Director of Finance
 Maureen Savage, Marketing
 Diann Stutz, Director of Conventions & Tourism
 Pat Thomas, Planning
 Sue Thrash, Marketing
 Joe Tsao, Coliseum Director
 Ray White, Development Department
 Fred Whitley, Public Works Department
 Mike Yaskowsky, Retail Development Office

The region work group consisted of representatives throughout the Hampton Roads region, although most were Hampton residents. Because the group was not equally reflective of all Hampton Roads communities, the group largely focused on defining how Hampton should approach regional issues.

✧ **Healthy Region Focus Group**

Convenor: Joe Tsao, Director of Hampton Coliseum

Community Participants:

Steve Adams, Pomoco Group
 Hal Brauer, WVEC-TV
 A. Cameron Blandford, Newport News Shipbuilding
 Patsy Carpenter Blackwell, Ferguson Enterprises
 Barry DuVal, Hampton Roads Partnership
 James L. Eason, Mayor
 William H. Ferguson III, Peninsula Airport Commission
 Steve Goad, Thomas Nelson Community College
 David Gist, Hampton Roads Planning District Commission
 Donna Hudgins, WHRO
 Jesse Hughes, Citizen Volunteer
 Jay Joseph, Hampton Arts Commission
 Ross Kearney, Vice-Mayor
 C. B. King, Citizen Volunteer
 Tim Lynch, Citizen Volunteer
 Anna McNider, Images/Chamber of Commerce

Greg Richardson, Hampton River Advisory Committee
 Bob Shuford, Old Point National Bank
 Rhett Tignor, Rhett Tignor Business Forms/CUC
 Michael Townes, Pentran
 Raymond Tripp, Coliseum Mall
 Angela Vitale, Citizen Volunteer
 A.G. Womble, Hampton City Schools

Staff Group:

Mary Bunting, Assistant City Manager
 A. Paul Burton, City Attorney
 Michael Curry, Director of Arts Commission
 Terry O Neill, Director of Planning
 Diann Stutz, Director of Conventions & Tourism

*The Customer
 Delight group relied
 heavily on the
 surveying of city
 residents as a way
 of increasing the
 number of
 participants in the
 formulation of
 recommendations.*

✧ **Customer Delight Focus Group**

Convenor: Mary Bunting, Assistant City Manager

Community Participants

Sam Daniel, prior reengineering team member from Aberdeen Gardens
 Chad Gilbert, prior reengineering team member from Wythe
 Ann Hunnicutt, prior reengineering team member from Pembroke Construction
 John Ishon, prior reengineering team member from Hampton Stationary
 Hal Roach, prior reengineering team member from
 Alice Rosen, prior reengineering team member from Wythe
 + *special thanks to the over 100 city residents who completed customer delight survey questionnaires that helped shape the recommendations offered!!!*

Staff Group:

Greg Cade, Fire Chief
 Tharon Greene, Director of Human Resources
 Steve Shapiro, Director of Codes Compliance
 Chris Snead, Budget Director
 Jesse Wallace, Director of Programs and Policy Analysis

✧ **Youth Focus Group**

Jayan Anderson, Bethel High School
 Nikia Burrus, Kecoughtan High School
 Natalie Burton, Bethel High School

*The youth met on
two occasions to
provide input into
the planning
process once
before the other
focus groups began
work on strategies
and once after their
preliminary
recommendations
had been
completed..*

Anthony Dale, Kecoughtan High School
Samuel Graves, Phoebus High School
David Halliday, Hampton Roads Academy
Benjamin Harper, Kecoughtan High School
Ragen Johnson, Christopher Newport University
Courtney Meredith, Phoebus High School
Kathryn Quinn, Phoebus High School
Deidra Sams, Behel High School
Kellye Spruell, Kecoughtan High School
Derek Taylor, Kecoughtan High School
Barbietta Turner, Hampton High School
Rana Wilson, Phoebus High School

STRATEGIC PLAN GROUPS STILL IN PROGRESS

✧ **Healthy Race Relations:** **Citizens Unity Commission**

Katherine Aldridge
Jayon Anderson
Tommy Ball
Lonnie W. Ballard, Jr.
Cynthia Bell
Kathleen Bergquist
Ruth Berlin
James A. Bowie
Aaron Chambliss, Jr
Ralph A. Heath, III
Patrick Johnson
Leigh Turner Moorhead
Thomas O. Southall, Jr.
Akela Stanfield
Julie A. Vaisvil
Reverend David Wade
Mary Ellen Wallace
Wanda G. White
Shirley Best Wilson
Dr. Enrique G. Zapatero
Paige Washington, City Council Member/CUC Liaison

Staff Group:

Mary Bunting, Assistant City Manager
Jay Johnson, Coalition for Youth
Michelle Woods-Jones, Consultant
Harry Quiett, Citizens Unity Commission Executive Director

✧ *Strong Schools/School System Strategic Planning Process*

The School System Strategic Planning process begins in early, 1998. The School System will involve all segments of the community in the process. Actual focus groups participants have not yet been identified; but, the following resource team will assist the focus groups once convened.

Resource Team:

Joan Blasengame, HCS Staff Development
 William Cawley, Principal, Cooper Elementary School
 Patricia Johnson, HCS Elementary Schools Regional Director
 Dr. William F. Johnston, HCS Director for Planning, Assessment and Evaluation
 Joan Kennedy, Director, Neighborhood Office
 Michael Monteith, Assistant City Manager
 Terry O'Neill, Planning Director
 Laurine Press, Director of Parks and Recreation
 Elizabeth Roscoe, Principal, Tucker-Capps Elementary School
 Dr. Linda Shifflette, HCS Coordinator for Applied Academics
 Patricia Thomas, Planning Department
 Ms. Mary Wallen, Principal, Tyler Elementary School

The healthy race relations and strong schools issues are extremely important to Hampton's future. Their absence from this initial document in no way reflects a diminished importance of those issues now. However, the processes being used for their development are very different and more time-consuming. Once the groups addressing these issues have completed their work, the Plan will be updated to include their recommendations.

NOTES/REFERENCE

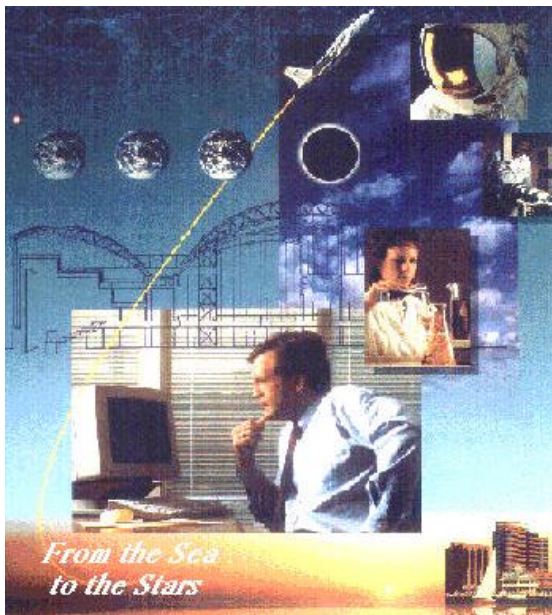


For more information about the Hampton Strategic Plan, contact:

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Hampton, Virginia 23669

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Fax: 757-728-3037
Email: mbunting@city.hampton.va.us

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WWW.HAMPTON.VA.US



Founded in 1610, Hampton is regarded as America's First. Hampton is the oldest, continuous English speaking settlement in America. America's first free education has its roots here and the nation's first astronauts trained here.

We're proud to be America's first. We're working hard to build a first-rate city of the 21st century that is worthy of our past. Strategic planning is a valuable tool in that process and, our prior efforts have paid large dividends.

We conceived a vision for our city; and, then we created the opportunities to make it happen. Examples of our prior success include

- * Our downtown where many of our region's new, high-quality projects are located*
- * In the Magruder area where Gateway 2000 located its first East Coast manufacturing facility*
- * In Mercury Central where retail is being revitalized with new investments every day*
- * In the Pembroke area where businesses are investing in one of Virginia's desirable enterprise zones*
- * In Phoebus where a major revitalization is taking place*
- * In the Chesapeake Bay where part of the beachfront is being developed into prime waterfront housing*

Thanks to the involvement of so many of our residents and businesses, we are confident that this updated Strategic Plan will set the appropriate course for building on this prior success and realizing our mission of being the most livable city in Virginia.